

Annex I - Description of the Action

***EU4Recovery - Empowering Communities in Ukraine***

## List of acronyms

ABD	Area-Based Development
ASC	Administrative Service Centre
CBO	Community-Based Organisation
CSSC WG	Community Security and Social Cohesion Working Group
COVID-19	Coronavirus Disease 2019
CSO	Civil Society Organisation
CRSV	Conflict Related Sexual Violence
DPM	Deputy Prime Minister [of Ukraine]
DSU	Decision Support Unit
ECHO	Directorate-General for European Civil Protection and Humanitarian Aid Operations
EBRD	European Bank for Reconstruction and Development
EIB	European Investment Bank
EC	European Commission
EU	European Union
EUAM	EU Advisory Mission [Ukraine]
FAFA	Financial and Administrative Framework Agreement
FAO	Food and Agriculture Organization
FCDO	Foreign, Commonwealth and Development Office
FLAS	Free Legal Aid System
FPI	Service for Foreign Policy Instruments (EU)
GBV	Gender Based Violence
GDP	Gross Domestic Product
GIS	Geographic Information System
GIZ	The German Society for International Cooperation
HIV	Human Immunodeficiency Virus
HRBA	Human Rights-Based Approach
IDPs	Internally Displaced Persons
ILO	International Labour Organization
IOM	International Organization for Migration
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex
MCTD	Ministry for Communities and Territories Development
M&E	Monitoring and Evaluation
MHPSS	Mental Health and Psychosocial Support
MRTOT	Ministry for the Reintegration of Temporarily Occupied Territories
MSMEs	Micro, Small and Medium Enterprises
NGO	Non-Governmental Organisation
NPU	National Police of Ukraine
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OSCE	Organization for Security and Co-operation in Europe
PWDs	People with Disabilities
RNA	Rapid Needs Assessment
RBR	Resilience Building and Recovery [Programme]
RPP	Recovery and Peacebuilding Programme
SALW	Small Arms and Light Weapons
SCORE	Social Cohesion and Reconciliation [Index]
SDGs	Sustainable Development Goals
SES	State Emergency Services [of Ukraine]
SESU	State Emergency Service of Ukraine
SHARP	SCORE-inspired Holistic Assessment of Resilience of Population

SGBV	Sexual and Gender-Based Violence
SIDA	Swedish International Development Cooperation Agency
SSC	Safety and Security Centre
TAIEX	Technical Assistance and Information Exchange [instrument]
TsNAP	Administrative Service Centre ( <i>in Ukrainian</i> )
U-LEAD	Ukraine Local Empowerment, Accountability and Development
UN	United Nations
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNSCR	United Nations Security Council Resolution
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
USAID	United States Agency for International Development
VET	Vocational Education and Training
WASH	Water, Sanitation and Hygiene
WHO	World Health Organization
WPS	Women, Peace and Security

## I. PROJECT SUMMARY

Project Title	EU4Recovery – Empowering Communities in Ukraine
Implementing Partner	UNDP
Total EU contribution in EUR	EUR 35,000,000
Duration	24 months
Overall Objective	To support the strengthened resilience and early recovery of war-affected communities in selected target areas of Ukraine
Specific Objectives / Outcomes	<ol style="list-style-type: none"> <li>1. Target communities have increased access to quality public services that respond to the needs of all population groups, with particular focus on the most vulnerable</li> <li>2. Community security is enhanced and the social fabric is maintained in project target areas</li> </ol>
Expected Results / Outputs	<ol style="list-style-type: none"> <li>1.1. Increased capacity of healthcare facilities, professionals and other services to provide quality gender-responsive physical and mental health and psychosocial support services</li> <li>1.2. Social service providers are better capacitated to deliver, and conflict-affected populations are increasingly enabled to access to social services in target areas</li> <li>1.3. Access to administrative services improved through inclusive and innovative service delivery solutions</li> <li>1.4. Social infrastructure refurbished or repaired to support service delivery in project target areas</li> <li>2.1. First responders have enhanced capacities to implement efficient emergency rescue operations and to support public safety and security in war-affected and hosting areas</li> <li>2.2. Local authorities, civil society actors and security service providers have increased capacities to ensure public safety and address GBV/CRSV</li> <li>2.3. Local authorities, private sector and civil society are further capacitated to engage in and promote IDP inclusion efforts</li> <li>2.4. Rule of law and human rights institutions’ capacities, functions and tools are strengthened to expand access to justice and support services</li> <li>2.5. Inclusion and re-integration of ex-combatants supported through the application of community-based reintegration approaches</li> </ol>
Target areas	<p>Selected communities in up to 7 regions of Ukraine representing communities directly affected by the war, including frontline regions and liberated areas; transit and hub communities; and IDP-hosting communities.</p> <p>First-phase target regions may include Kyiv, Chernihiv and Dnipropetrovsk regions. Further regions will be identified during the inception phase</p>

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## II. SITUATION ANALYSIS

### 2.1. The Development Challenge

The war in Ukraine has already resulted in significant loss of life, unprecedented displacement, internally and towards neighbouring countries, and devastating destruction of infrastructure. The security situation and the overall operational environment have deteriorated rapidly since the outbreak of war on 24 February 2022. The updated UN Ukraine Flash Appeal shows that at least 17.7 million people are in immediate need of emergency assistance and protection<sup>1</sup>.

According to the latest estimates, over 6.7 million people have already left Ukraine as refugees, and over 6.6 million moved within the country, mostly from the eastern and southern oblasts<sup>2</sup>. Many of those displaced are women and children. They leave behind shattered landscapes: as of August 22, over 2,200 education facilities, 934 medical institutions, 388 factories and enterprises, 511 administrative buildings, and 715 cultural buildings were damaged or destroyed. The total amount of direct documented infrastructure damages is \$113.5 billion, while the government's estimates suggest that the total need for financing the recovery and modernization of the economy is \$750 billion<sup>3</sup>. Satellite imagery-based building damage assessments indicate that over 50 per cent of areas sustained visible damage in some settlements of Kyiv Oblast, especially in Irpin, Hostomel, Horenka, and Bucha<sup>4</sup>. In Mariupol, an estimated 32% of buildings were damaged; in Chernihiv approximately 6%. According to State Emergency Services (SES), over 300,000 km<sup>2</sup> of the territory of Ukraine, almost half of the country, currently requires demining<sup>5</sup>. It has been widely reported that mines, booby-traps and improvised explosive devices were left behind, posing a significant danger to the civilians and returnees<sup>6</sup>. Public information and explosive ordnance risk education will be crucial complements to the disposal of mines and unexploded ordnance.

The ability of local authorities and service providers to sustain a minimum level of services has also been severely hampered in war-affected areas, as employees have fled or can no longer access their workplaces. The forced displacement has placed an additional burden on local service providers in host and transit communities, including administrative services, healthcare, mental health, and social services, and those concerned with ensuring access to justice. According to the OCHA/REACH Rapid Needs Assessment (RNA)<sup>7</sup>, IDPs face difficulties accessing information about the availability of assistance, housing, legal aid, information about evacuation and transportation, information on the registration process, and employment opportunities. As a result, over 5.5 million people have already returned to their places of residence, most of them in northern Ukraine – a further 13 per cent of IDPs are considering returning home in the nearest time<sup>8</sup>. At the same time, communities across the country are reporting disruptions to transportation and fuel, arrival of displaced persons, disruption to work or livelihoods, access to financial services, and access to food, among the most frequent concerns<sup>9</sup>.

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<sup>1</sup> Ukraine Flash Appeal (March - December 2022), OCHA, <https://bit.ly/3pBWvBY>

<sup>2</sup> Ukraine Data Explorer, OCHA, <https://data.humdata.org/visualization/ukraine-humanitarian-operations/>

<sup>3</sup> Damages to Ukraine's Infrastructure, Kyiv School of Economics (22 August 2022), <https://kse.ua/russia-will-pay/>

<sup>4</sup> Building Damage Assessment Overview Maps, UNOSAT, <https://www.unitar.org/maps/latest-maps>

<sup>5</sup> 'Almost half of the territory of Ukraine needs demining', State Emergency Service of Ukraine, <https://bit.ly/3v8Qj8c>

<sup>6</sup> Ukraine: Humanitarian Impact Situation Report, OCHA, <https://bit.ly/3KbjFHH>

<sup>7</sup> Rapid Needs Assessment (RNA) of Conflict-Affected Areas, REACH, <https://bit.ly/3K9OrAr>

<sup>8</sup> Ukraine — Internal Displacement Report — General Population Survey Round 7 (23 July 2022), <https://bit.ly/3dlvASl>

<sup>9</sup> Ukraine: Humanitarian Situation Monitoring, REACH (July 2022), <https://bit.ly/3Cog34q>

The current situation jeopardises the safety of all Ukrainians, with specific impacts on key population groups. The REACH RNA indicates that 46% of the war-affected settlements reported the disruption of healthcare services as one of their main concerns. The primary unmet needs are the treatment for long-term health problems, such as diabetes, high blood pressure or heart disease, lung disease, and cancer, followed by treatment for tuberculosis and HIV. Medical supplies are also running low, especially in areas affected by hostilities, as access to many locations remains blocked. The risk of disease outbreaks such as cholera, measles, diphtheria or COVID-19 has also increased due to limited access to water, sanitation and hygiene (WASH), crowded conditions in collective centres, and low immunisation rates<sup>10</sup>.

Key population groups, including those directly war-affected, survivors of war crimes, including sexual and gender-based violence (SGBV), and women providing care for children, the elderly, and sick, are at increased risk of mental disorders and psychological distress. Mental health and psychosocial support services (MHPSS) will be critical to address trauma and stress disorders. Provision of assistance to SGBV survivors is a particular concern: rape has emerged as a weapon of war, and a toxic, hyper-masculine environment has led to a sharp increase in the incidence of conflict-related sexual violence (CRSV), sexual exploitation and abuse and human trafficking. Gender-based violence (GBV) is a persistent problem in Ukraine. Data in 2019 showed<sup>11</sup> that two thirds of Ukrainian women had experienced psychological, physical, or sexual violence since the age of 15. Women and children on the move are especially vulnerable, and additional protection measures are urgently needed.

The impact of the war on the provision of social services is acute. Many IDP households with vulnerable members include older persons (38%), with women comprising the majority<sup>12</sup>. In many cases, IDPs have had to make desperate choices, forced to leave sick, infirm, or disabled relatives behind as they seek to escape the war themselves, and take children to safer places. In the directly war-affected areas of the country, the Government reports little visibility regarding damage and destruction of inpatient facilities – hospices, care homes, day centres and dormitories – or the fate of their occupants; care givers and staff of social service providers are now displaced, and it is not clear what services are available, where and for whom. Over 2.7 million persons with disabilities in Ukraine have limited or no access to emergency information, shelters and safe havens, and many have been separated from their support networks and unable to relocate to safer areas<sup>13</sup>. As indicated by the REACH Humanitarian Situation Monitoring, older persons (60 and over) and persons with disabilities or chronic illnesses are often considered to be more vulnerable, both in terms of the ability to meet their needs, as well as access to information<sup>14</sup>.

Among IDPs in the west of the country, there is a large number of persons requiring constant inpatient treatment, rehabilitation, and other social services, and providers are overwhelmed by the scale of new demand. With the inaccessibility of social and health services, schools and kindergartens, women's share of care – for children, the elderly, relatives with disabilities, sick, or injured family members – has sharply risen, often combined with the necessity to earn their own income. While women often work unofficially as non-professional caregivers, lack of specific knowledge and skills can result in health risks for patients.

The pre-war estimates from the UNDP-supported SCORE survey indicate that the levels of contact, the readiness for dialogue and social proximity to the displaced population were relatively lower in areas which are now facing a massive influx of IDPs<sup>15</sup>. To ensure productive cooperation and prevent potential inter-group

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<sup>10</sup> Emergency in Ukraine, WHO (14 April 2022), <https://bit.ly/3MsdRL7>

<sup>11</sup> OSCE-led Survey on Violence Against Women: Well-being and Safety of Women, <https://bit.ly/3rQaaHi>

<sup>12</sup> Ukraine — Internal Displacement Report — General Population Survey Round 7 (23 July 2022), <https://bit.ly/3dIvASI>

<sup>13</sup> Ukraine: 2.7 million people with disabilities at risk, UN committee warns, <https://bit.ly/3xUFDvX>

<sup>14</sup> Ukraine: Humanitarian Situation Monitoring, REACH (July 2022), <https://bit.ly/3Cog34q>

<sup>15</sup> Lviv and Zakarpattia Oblasts. Social Cohesion and Reconciliation Index – Ukraine (2021), UNDP-USAID-Seed, <https://bit.ly/3KmA5z>

tensions, there is a need for interventions that would strengthen the social fabric and community integration involving both the arrivals and host community members.

The war has also had a devastating impact on Ukraine's economy and people's livelihoods. According to the ILO, over 4.8 million jobs have been lost since the start of the war, equal to 30 per cent of pre-conflict employment in Ukraine. This number might further increase to 7 million jobs as a result of the escalation of hostilities<sup>16</sup>. Some 60% of IDPs, who were employed before the war, have lost their jobs due to the war. As of 23 July, nearly half of the IDPs interviewed by IOM (47%) indicate that they are not earning any money at present<sup>17</sup>. In addition, the FAO estimates that at least 20 per cent of Ukraine's winter crops – wheat, most notably – may not be harvested or planted this year, increasing the levels of food insecurity, especially among the most vulnerable<sup>18</sup>. In many transit and frontline areas, supply chains have been disrupted because of the active fighting, negatively affecting food availability and the functioning of local markets. As reported by Premise contributors, there are frequent shortages of essential food staples such as sugar, fruit, meat, vegetables, and flour, especially in the eastern oblasts<sup>19</sup>. With many war-affected women and men still displaced or starting to return to the safer regions of the country, it is critical to ensure that they are not only protected from unfavorable weather conditions, but also have access to jobs and other livelihoods to support the needs of their families during the winter season. In this regard, it is necessary to prioritize the inclusive multi-sectorial planning activities and allocation of additional resources for such interventions.

Early UNDP projections suggest that if the war deepens and expands, up to 90 per cent of the population of Ukraine could be facing poverty and vulnerability to poverty by the end of 2022, and 30 per cent of the people are likely to require life-saving assistance<sup>20</sup>. The World Bank forecasts that Ukraine's economy is expected to shrink by 45.1 per cent in 2022. The exact magnitude of the contraction will depend on the duration and intensity of the war, and the levels of destruction of productive capacity, damage to arable lands, and labour supply<sup>21</sup>. The UNDP analysis also suggests that development setbacks for Ukraine will be significant, including increased inequalities and poverty rates; the country's economy, its social fabric, and the environment will also suffer. Eighteen years of socio-economic achievements in Ukraine are at risk, and to mitigate such dramatic development setbacks, an effective humanitarian-development-peace nexus approach will be critical<sup>22</sup>.

## 2.2. Relevant Frameworks

### The Government of Ukraine

Since the start of the war, the Government of Ukraine has demonstrated extraordinary capacity for effective crisis coordination and management. UNDP and other partners have been providing additional support by increasing the number of technical staff as well as through enhancement and re-calibration of existing data and information sharing platforms and tools at both national and oblast levels.

In April 2022 the President of Ukraine issued a decree to establish the National Council for the Recovery of Ukraine from the War, an advisory body tasked with the preparation of the Recovery and Development Plan. The Council will advance the recovery and stabilisation at all levels to address the immediate needs and new

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<sup>16</sup> The impact of the Ukraine crisis on the world of work: Initial assessments, ILO (11 May 2022), <https://bit.ly/3v9yGan>

<sup>17</sup> Ukraine — Internal Displacement Report — General Population Survey Round 7 (23 July 2022), <https://bit.ly/3dlvASl>

<sup>18</sup> Closing the Gap on Agricultural Funding for Global Food Security, FAO, <https://bit.ly/3QAjkCp>

<sup>19</sup> Ukraine: Food Security & Food Price Monitoring, Premise (27 May, 2022)

<sup>20</sup> The Development Impact of the War in Ukraine: Initial projections, UNDP, <https://bit.ly/3xNBeKW>

<sup>21</sup> Europe and Central Asia Economic Update, World Bank, <https://bit.ly/38hGko0>

<sup>22</sup> The Development Impact of the War in Ukraine: Initial projections, UNDP, <https://bit.ly/3xNBeKW>

challenges arising from the Russian military aggression against Ukraine, which started in February 2022. It will also streamline the measures for post-war recovery and development of the country, including the renovation of damaged infrastructure, improvement of public service delivery, structural transformation and economic reforms, and support to war-affected women and men. The overall objective of the Recovery Plan goes beyond the restoration of destroyed infrastructure and focuses on profound transformations into a green, just and prosperous state.

The plan will include sets of recovery and modernization parameters for each sector and will be accompanied by a dedicated recovery fund. In addition, the Ministry for Communities and Territories Development has elaborated a framework for the integrated rehabilitation of territories and cities. The Recovery and Development Plan, soon to be shared with the international partners, will become a blueprint to develop the best possible response to the challenges lying ahead. It will also be a guiding document for area-based recovery and development interventions under this Project.

Following Russia's invasion, Ukraine has submitted its application for EU membership. On 23 June 2022, EU member states decided to grant EU candidate status to the country. The path to joining the EU might be long and will require steps to be taken in a number of areas, including strengthening the rule of law, improving human rights, anti-corruption and structural economic reforms. The present Project will contribute to the practical implementation of these priorities in the areas of community security, access to services, early recovery and stabilization in the war-affected areas of Ukraine. Pilot solutions developed with EU, the EU Advisory Mission Ukraine (EUAM)<sup>23</sup> and UNDP support will be ready for scaling in other regions of the country.

## The EU Programme of Support to Ukraine

The project herein has been designed to respond to, and align with, the specific objectives of the overarching EU Emergency Support Programme in favour of Ukraine, which will:

1. Contribute to meeting the immediate needs of the Ukrainian population directly or indirectly affected by the armed conflict.
2. Increase the country's resilience

The project will align with the key outputs of the EU Emergency Support Programme for Ukraine which include strengthened capacity of Ukrainian government institutions and civil society to address immediate needs of Ukrainian population and to support the country's resilience and recovery.

The project seeks to build upon proposed results of EU FPI initiative, *"Supporting Recovery in war-affected Areas in Ukraine"*, to ensure synergy and coherence between EU financing instruments. Furthermore, formulation of project activities herein has been coordinated with the EUAM and with GIZ<sup>24</sup>, significant partners of the EU working at sub-national level in Ukraine, on the basis of a sectoral division of roles and responsibilities between actors. The project will continue this constructive coordination and collaboration, focused on but not limited to EUAM's priority areas such as: dialogues for community safety and security, community policing, support to national police, and mental health and psychosocial support (MHPSS) to first-line responders within the law enforcement agencies.

Since 2015 UNDP has been leading a joint multi-agency United Nations Recovery and Peacebuilding Programme (UN RPP), with significant support from the European Union. The project is focused on the main

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<sup>23</sup> <https://www.euam-ukraine.eu/>

<sup>24</sup> Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), <https://www.giz.de/en/html/index.html>



priority needs for stabilisation, peacebuilding, economic recovery, and governance in eastern Ukraine. The experiences, methodologies, and lessons learned from the implementation of the RPP will inform and benefit the present action.

## The UNDP Resilience Building and Recovery Programme

UNDP launched its Resilience Building and Recovery (RBR) Programme for Ukraine on April 11<sup>th</sup>, 2022, to immediately respond to the development and humanitarian challenges. The overall objective of the Programme is to preserve development gains in Ukraine as fully as possible, mitigating risks of descent into a governance and service delivery crisis, embedding activities for recovery from the onset of the humanitarian effort, and facilitating a swift return to development pathways and processes for national attainment of the SDGs.

UNDP is well placed to deliver on a nexus approach for Ukraine, on the basis of long-established partnerships with the key national actors – Government, private sector and civil society – whose resilience must be bolstered to lead the country from crisis response to recovery. UNDP has a well-established and trusted relationship with the Government of Ukraine at all levels, with existing programmes and projects to support the Presidency and Cabinet of Ministers, key line ministries, and local government units encompassing over 330 municipalities; UNDP work for private sector development has been conducted with and through 27 Business Membership Organisations, on behalf of more than 15,000 micro- and small-medium enterprises (MSMEs). Likewise, 15 different networks of civil society organizations have been supported by UNDP, helping to ensure that the views of a vibrant third sector are more clearly reflected in development processes and national democratic governance agenda.

At the request of the Cabinet of Ministers of Ukraine, UNDP is currently providing technical assistance to the development of the National Recovery and Modernization Strategy, with work ongoing to agree on scope, methodology and partners.

The UNDP RBR Programme is a multi-sectoral programme comprised of three outcomes to achieve its intended results. The strategy of the Programme is to maintain and bolster the resilience of UNDP's long-standing national and local partners in Ukraine – the Government, the private sector and civil society – ensuring that they have the capacities and resources to lead crisis response and recovery efforts in line with principles of national ownership and aspiration toward sustainable and inclusive development pathways in view of Ukraine's commitment to the EU Green Deal, the larger EU-Ukraine association agreement and the recent EU candidate status:

- Outcome 1:** Government at all levels continues to function effectively, with reinforced capacities to lead crisis response, sustain public service provision, and coordinate the delivery of assistance and recovery efforts that leave no-one behind.
- Outcome 2:** Ukraine's high human capital, productive capacities, and natural resources are leveraged to meet immediate humanitarian needs of diverse groups and strengthen social and economic recovery
- Outcome 3:** Ukrainian institutions and civil society have the capacity and resources to maintain and strengthen the social fabric, uphold human rights for all people, and ensure the inclusion, protection and empowerment of all, including population groups with intersecting and multiple vulnerabilities.

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### III. STRATEGY

The UNDP RBR Programme provides a human-centered and a whole of society approach to advance the HDP nexus across Ukraine in close cooperation and coordination with UN agencies, funds and programmes and development partners. Work of the first phase of the Programme is organized under five pillars, to be implemented through a number of national projects and programmes, and via an area-based development approach in selected target areas:

1. Government capacities for crisis management and recovery planning
2. Support to the provision of essential public services
3. Emergency infrastructure works to support IDP management and public service provision
4. Incomes, livelihoods and private sector resilience
5. Maintenance of the social fabric

The proposed partnership with the EU for the project herein will contribute to the achievement of key results under work of pillars 2, 3 and 5 of the RBR Programme. The overall objective of the project is to support the strengthened resilience and early recovery of communities in selected target areas of Ukraine. The project has two specific objectives:

1. Target communities have increased access to quality public services that respond to the needs of all population groups, with particular focus on the most vulnerable.
2. Community security in project target areas is enhanced, and the social fabric is maintained.

#### ***3.1. Area-Based Development***

The project will be delivered via an area-based approach, whereby the synergies to be extracted from a multi-sectoral approach can have maximum impact on the lives of individuals at the community level.

For UNDP, an area-based development (ABD) approach is an organising principle for implementation of a mix of local and national projects and programmes in a defined geographical region, whereby the synergies to be extracted from a multi-sectoral approach can maximise impact for all stakeholders – Government, people and donor partners. ‘Horizontal’ assistance for service provision and community security in selected target areas under the project will be complemented by, and integrated with, ‘vertical’ assistance from local components of UNDP’s national projects and programmes, as well as coordinated with the work of other UN Agencies and donor implementing partners. The UNDP ABD approach enables delivery of effective and efficient results by ensuring that:

- i. **All target area interventions are context-specific and evidence-based.** In support of all work of the Resilience Building and Recovery Programme for Ukraine, including area-based development intervention, UNDP has established a Decision Support Unit (DSU) to coordinate and manage knowledge to inform UNDP’s planning, monitoring, resource mobilization as well as partnerships. Activities include coordination and management of assessments, capacity development, technical support to government and national institutions on damage and losses assessments, building a one-stop-shop platform for knowledge management, and identifying available information and gaps in preparation for detailed post-conflict needs assessment. The DSU is building a repository of relevant baseline and GIS datasets from open sources including the use of Secondary Data Review, machine learning, and natural language processing tools, that will inform target area selection, implementation, monitoring and evaluation of interventions under this Project.
- ii. **Government capacities are further strengthened for the reconstruction and recovery effort.** UNDP is providing technical support to the new Government Recovery and Development Plan, developed by

the Office of the President, Parliament, and other government bodies, increasing the number of technical staff (data analysts, aid coordinators, cyber-security specialists etc.) available to Government at all levels, as well as through enhancement and re-calibration of existing data and information sharing platforms and tools to enhance coordination between levels and ensure that local authorities are 'reconstruction ready', with the knowledge and skills necessary to attract and oversee delivery of investment funds.

- iii. **All projects and programmes in the same geographic locale are appropriately coordinated.** In the context of Ukraine, and of the project proposed herein, four streams of coordination work are foreseen: i) first, support to Government efforts for coordination, in recognition of the need to keep relevant local and national authorities in the lead on crisis response and management; ii) internal coordination with other UNDP interventions (see Section IV, Project Management), including both 'horizontal' projects of sector support to the same target area, and 'vertical' projects, implemented nationally, but with local components; iii) coordination with other humanitarian and development actors through UNDP participation in the OCHA cluster architecture for Ukraine; iv) bilateral coordination with specific implementing partners of the European Union such as GIZ, to ensure complementarity and avoid overlap within the overarching EU Programme (see Section IV, *Management Arrangements, Coherence, Complementarity and Coordination*).

Target areas of the project will be identified in line with evidence-based criteria such as: presence of IDPs in relation to the size of the host community; identified physical quick repairs needs; emergence of community-level tensions (as assessed through early warning systems, protection monitoring tools and/or SCORE); accessibility and safety of operations (including ongoing efforts to remove mines and other explosive ordnance); distance to the frontline; urgent service provision needs of women and men from diverse groups identified via specific surveys/assessments.

Considering the multi-dimensional impact of the war on communities in Ukraine, and the need to ensure a comprehensive and coordinated response on an area-specific basis, UNDP proposes that the project provides tailored support to three different types of communities in selected regions across Ukraine. This categorization will remain flexible as the roles of communities will continue to change and shift. The specific types of communities will include:

- a) communities directly affected by the war, including areas retaken from Russian control (options include current frontline regions of Donetsk, Kharkiv, Kherson, Luhansk, Mykolaiv, and Zaporizhzhia oblasts, as well as liberated areas in northern Ukraine, such as Chernihiv, Kyiv, and Sumy oblasts);
- b) transit and hub communities (options include Cherkasy, Dnipropetrovsk, Khmelnytskyi, Kirovohrad, Odesa, Poltava, Vinnytsia, or Zhytomyr oblasts);
- c) IDP-hosting communities (options include Chernivtsi, Ivano-Frankivsk, Lviv, Rivne, Volyn, Ternopil, or Zakarpattia oblasts).

Given the volatility of the context, a phased approach will be taken to the selection of target areas. In order to support immediate start-up of activities, initial target areas can include Kyiv, Chernihiv, Poltava and Dnipropetrovsk oblasts. Subsequent selection of target areas will be discussed and agreed with the Project stakeholders, based on data and analysis to be provided by the UNDP Decision Support Unit.

Target area selection could usefully build on, and scale-up, initial interventions to be implemented under another project of the UNDP Resilience Building and Recovery Programme, the EU FPI-funded initiative, "*Supporting Recovery in war-affected Areas in Ukraine*" (see Section IV, Project Management), and/or aligned with other EU interventions for reconstruction and early recovery. In addition, coordination with other EU

projects on geographical coverage and specific activities in each location will be ensured at the inception phase and throughout the implementation of the Project.

The theory of change for area-based programming should hold true for all potential target areas:

- *If* all interventions are suitably evidence-based and well-informed, **and**
- *If* relevant authorities at the local level have appropriate capacities for crisis management and response, **and**
- *If* projects and programmes in the target areas are complementary and coordinated as far as possible, **THEN**
  - ✓ Recovery efforts can be better targeted and will result in more effective and cost-efficient development solutions.

### **3.2. Provision of Government Services**

Since the outbreak of hostilities, many citizens of Ukraine have lost physical access to government services. At the same time, the government of Ukraine, including through implementation of the general course towards digitalization, has demonstrated a high effectiveness and was able to ensure both the functioning of existing services and the rapid creation of new services that respond to the challenges of war (such as spivdiia, e-support).

The strategy to support the efforts of Ukrainian service providers therefore assumes that the Ukrainian Government, that has high capacity but limited resources, should be provided with assistance in shaping the current interventions in the field of service development by assessing the impact of the war on the needs of the people and the ability of state structures to respond to them.

At the same time, the strategy of strengthening these abilities is based on the key advantage of UNDP in cooperation with the Government in the field of development of the material infrastructure for the provision of services, namely, Administrative Service Centres or TSNAPs, including mobile TSNAPs to provide access in remote areas, as well as digital infrastructure (delivery of services via online and mobile platforms) and service providers training and capacity development.

However, there are specific war-related needs of the service delivery system that deserve special attention. In particular, we are talking about the ability to provide medical services to effectively help the victims of war, those who received physical and mental injuries as a result of hostilities.

Thus, the theory of change for the development of the most essential social services is based on the assumption that:

- *If* a strong government gets the necessary service delivery needs assessment and comprehensive support from UNDP in its traditionally strong areas of development of the infrastructure (physical, digital and institutional) for service delivery, **and**
- *If* conditions can be created for the population affected by the war, in particular the IDPs and representatives of vulnerable groups, to receive the necessary services both in the host/transit/foreign communities and in the communities damaged by the war, **THEN**
  - ✓ Government at all levels will continue to function effectively making recovery efforts and population will receive public services and assistance in accordance with a “leave no-one behind” approach.

### 3.3. Community Security and Maintenance of the Social Fabric

The effective functioning of the complex system of security service provision at national, sub-national and community level, during and in the aftermath of the ongoing war is critical to building a sense of security and establishing mutual trust and sense of belonging between the citizenry and representatives of the State. Thus, supporting the operational capacity of the State Emergency Service of Ukraine, National Police Units, State Border Guards, volunteer firefighting and other civil protection groups to perform safe and efficient rescue, evacuation and response operations, including demining, in communities at the frontline, to prevent looting, address the consequences of indiscriminate shelling of civilian infrastructure, and to provide the necessary assistance to the injured, with a special emphasis on the needs of the most vulnerable categories of the population, will result not only in the objective improvement of the level of security of the population, but also in strengthening confidence in the ability of the State to provide such security, and hence in the Government of Ukraine in general. This will be of decisive importance in establishing the basis for trustful interaction and cooperation, and to renew the social contract between citizens and the State after the cessation of hostilities and the return of the population to their communities.

In the same way, guaranteeing the protection of civilians in its extended sense, upholding the rule of law in respect of human rights; providing access to legal advice and justice services for fair and equitable hearing and redress of war-related crimes; address the specific needs of survivors of GBV, with a special focus on CRSV; establishing dialogue platforms and channels for community-wide consultation and decision-making on issues related to safety and security, but also recovery planning and development, with the aim to ensure inclusion and boost engagement of individuals and groups at the intersection of multiple dimensions of vulnerability; will increase the capacities of communities to respond and recover from external shocks; will strengthen the country's social fabric, and improve community resilience in the face of attempts at destabilisation and disunity brought about by the compound threats of disinformation and conflict.

Further, project activities aiming to enhance community security, cannot prescind from the application of a Community Mobilization approach for Community Security and Social Cohesion: the approach aims to unlock the inner development potential of the community by fostering synergies between local residents and authorities, to ultimately strengthen the collective ability to i) respond effectively and in an inclusive manner to challenges in the area of community security and ii) collaborate to enhance the community development process. In so doing, the project aims to drive change through the following logic:

- **If** Ukrainian communities receive the necessary support, technical and methodological, to discover and unlock their development potential, to build institutions representative of all social groups, and to strengthen their agency at local and subnational levels, **THEN**
- The social capital of the community will be strengthened by inclusive and sustainable institutional mechanisms and platforms for effective dialogue and trust building between citizens and their associations and key local stakeholders (local authorities, security providers, private sector) based on the principles of inclusiveness, participation and equal partnership, **so that**
  - ✓ Communities will have increased capacities and readiness to respond effectively, in a coordinated manner, and taking into account the needs of vulnerable groups, to the challenges in the field of community security as well as strengthened social resilience to drive sustainable local development.

### 3.4. Cross-cutting Approaches

Within UNDP's overall area-based development approach to resilience and recovery, a number of important cross-cutting approaches will be applied to project implementation:

- i. UNDP will support **active engagement of communities** in transit and hosting areas in medium-term inclusive and participatory planning of resilience and recovery activities through: i) strengthening capacities for dialogue and civic engagement with a specific focus on the role of IDPs in recovery of host communities; ii) creation of "Recovery Working Groups" at community level to support participatory needs identification, joint recovery planning and implementation of community-led initiatives; iii) capacity development through engagement with IDPs, NGOs and local authorities to participatorily develop local and regional strategies and programme on improving community security.
- ii. The project addresses the gendered impacts of the war and ensures a strong focus on **gender equality and women's empowerment**. It promotes women's leadership and participation in decision-making processes, building on UNDP's longstanding support to women in parliament, civil society and community-based organizations. It will ensure women's and girls' equitable access to basic needs and administrative, legal, medical, and psycho-social services, and livelihood support. While addressing the increased vulnerability of women to various forms of violence, including conflict-related sexual violence, the Programme will work to combat adverse gender and social norms and will reinforce women's voice and participation in decision-making on an equal footing with men.
- iii. UNDP implements the UN Human Rights Due Diligence Policy (HRDDP) to manage and address human rights risks when working with the non-UN security sector in the context of armed violence. A **human rights-based approach** (HRBA) will be taken, promoting **conflict-sensitive programming** and compliance with **do no harm** principles to minimize the risk that interventions exacerbate tensions, but also to maximize opportunities to contribute to peace, stability, and social cohesion across all three pillars of the humanitarian-development-peace nexus.
- iv. In light of Ukraine's EU association agreement, early recovery efforts under the UNDP Resilience Building and Recovery Programme will be aligned with Ukraine's different **European planning** and strategic instrument such as the **EU Green Deal**. UNDP's support to e-governance also aligns with the critical anti-corruption agendas associated with the EU accession process. UNDP support to the reconstruction of housing and public infrastructure will meet all EU standards and requirements as well as other international obligations in regard to climate change and carbon emissions. A full integration of **environmental** and **climate** considerations will be central to project as well as to the UNDP RBR Programme a whole

### 3.5. Project Theory of Change

In the context of the project herein, then, the UNDP area-based development approach is considered as an 'enabler', integrated within implementation of two substantive components to support delivery of public service, and to maintain the social fabric. A simplified version of the overarching theory of change for the project states that:

- **If** local Government recovery efforts are well informed, capacitated and coordinated via an area-based development approach, **AND**
- **If** access to administrative, health and social care services is enhanced through infrastructure development and the provision of equipment and supplies, **AND**

➤ **If** community security is assured and social cohesion promoted, **THEN**

- ✓ Government authorities will be better placed to deliver results effectively and efficiently –
- ✓ Universal service provision can be sustained, **AND**
- ✓ The social fabric will be maintained through the crisis period.

The project's theory of change is based on a number of external assumptions:

- Government at all levels – Central, Oblast and Municipality – remains resilient, willing and able to fulfil its lead role in all humanitarian and crisis response efforts. The war remains contained within its existing boundaries and does not impact in any major life-threatening manner the safety and security of project human and financial resources.
- There is sustained political willingness to seek solutions and approach the conflict-affected areas in an inclusive, sustainable manner in line with the country's commitment to the SDGs.
- Ukraine's political leadership perpetuates its commitment to national reforms, conducive for economic and social recovery and laying the foundations for sustained regional development.
- Local governance structures created as part of the government decentralization process are seen as legitimate, and thus accepted, by communities.
- Sustained financial resources and endorsement by international community and government are available in a timely and consistent manner.

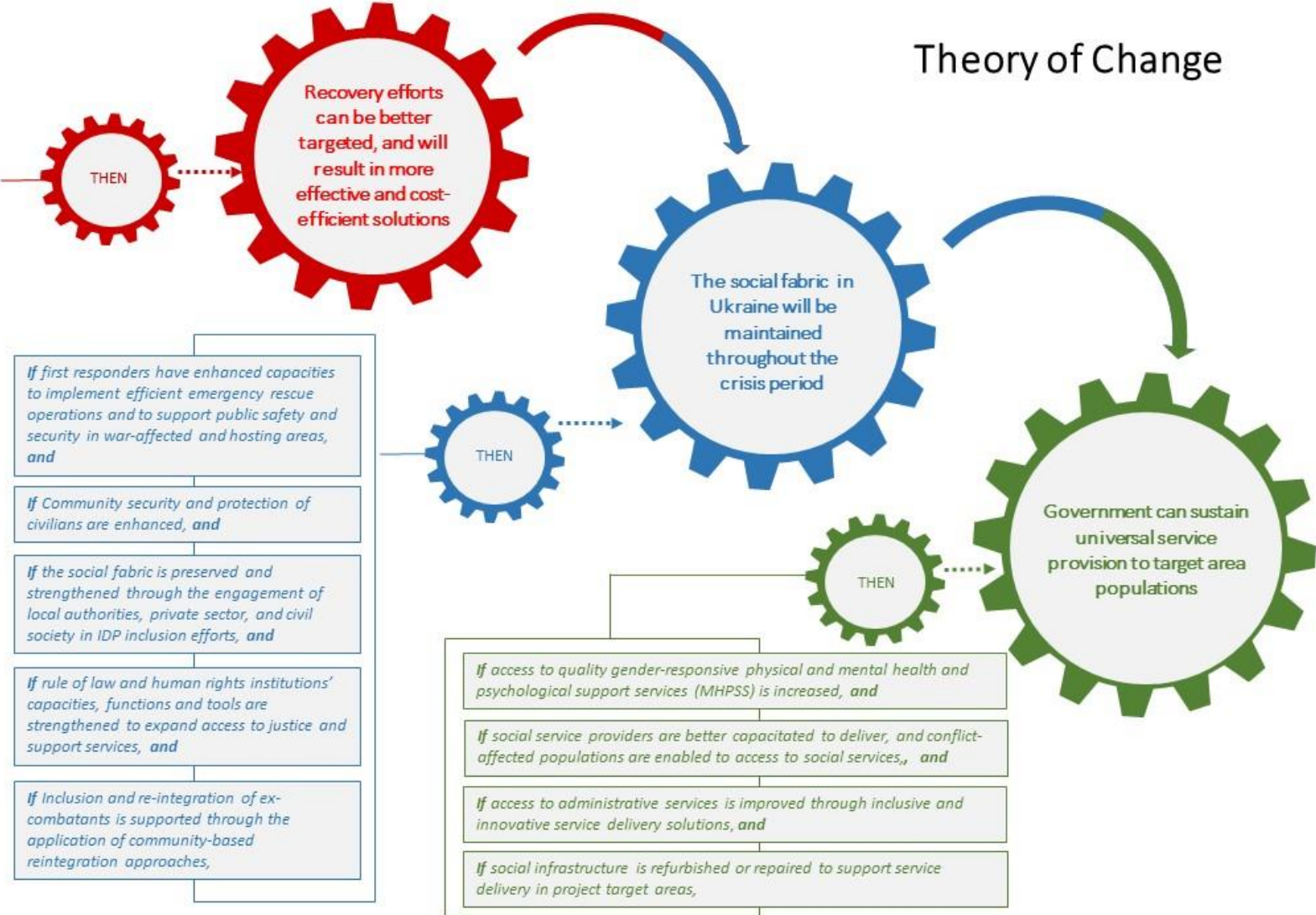
*A graphic representation of the project theory of change appears overleaf as Fig 1.*

# Theory of Change

- If all interventions are suitably evidence-based and well-informed, and
- If relevant authorities at local level have appropriate capacities for crisis management and response, and
- If projects and programmes in the target areas are complementary and coordinated as far as possible,

**Project Overall Objective:**

**Support the strengthened resilience and early recovery of communities in selected target areas of Ukraine**



- If first responders have enhanced capacities to implement efficient emergency rescue operations and to support public safety and security in war-affected and hosting areas, and
- If Community security and protection of civilians are enhanced, and
- If the social fabric is preserved and strengthened through the engagement of local authorities, private sector, and civil society in IDP inclusion efforts, and
- If rule of law and human rights institutions' capacities, functions and tools are strengthened to expand access to justice and support services, and
- If inclusion and re-integration of ex-combatants is supported through the application of community-based reintegration approaches,

- If access to quality gender-responsive physical and mental health and psychological support services (MHPSS) is increased, and
- If social service providers are better capacitated to deliver, and conflict-affected populations are enabled to access to social services, and
- If access to administrative services is improved through inclusive and innovative service delivery solutions, and
- If social infrastructure is refurbished or repaired to support service delivery in project target areas,



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## IV. RESULTS AND PARTNERSHIPS

### 4.1. Expected Results

#### Specific

Objective 1: Target communities have increased access to quality public services

Significant work is required to support Government counterparts with assessing needs and sustaining delivery of quality public services to meet increased demand in IDP-hosting and transit communities, and to assist authorities with the restoration of basic services in war-affected areas, for remaining residents and in support of IDP/refugee returns.

All support to the provision of public services will pay special attention to key population groups, recognizing their specific needs, including, *inter alia*, women and children, the elderly, persons with disabilities, the LGBTIQ+ community, and those living with HIV. UNDP participates in all relevant clusters of the humanitarian architecture in Ukraine and will coordinate on all aspects of service provision response with other UN Agencies and international partners, according to mandate, operational capacity and geographic focus.

#### **Output 1.1 Increased capacity of healthcare facilities, professionals and other services to provide quality gender-responsive physical and mental health and psychosocial support services (MHPSS)**

A major line of UNDP assistance to the Ministry of Health, for enhanced coordination and health procurement, has been scaled-up to meet immediate needs for life-saving medical equipment and supplies. Building on the EU-funded activities under the UN Recovery and Peacebuilding Programme to strengthen the healthcare systems in eastern Ukraine and the large UNDP-Ministry of Health programme for procurement of medicines and medical devices, the project herein will deliver medical supplies and equipment to health facilities and ensure the availability of psychosocial support services for the caregivers, medical specialists and first-line responders, incl. law enforcement agencies, in its target areas, expand epidemiological surveillance and epidemiological control at national and sub-national levels, as well as establish digital solutions for telemedicine services and mental health and psychosocial support services (MHPSS).

The project will strengthen the capacity of health care providers to improve services at all levels (medical doctors, paramedics, nurses) through training pertinent to health care in crisis times and emergencies. The focus will be on increasing capacity to deliver better pre-hospital and emergency health care services, the establishment of an effective patient referral system, and improved capacity to address mental health and psychosocial factors, to improve the health systems response to special needs, particularly of patients affected by the war, including GBV/CRSV survivors.

#### **Activity 1.1.1. Procurement and delivery of medical equipment and supplies to meet critical needs of hospitals and other health care facilities in project target areas; support to process optimization and service delivery, including through establishment of mobile services.**

Essential equipment and capacity development support will be provided to a selected number of healthcare facilities in target regions to ensure the provision of quality healthcare services to local communities, and a

health care system at the regional and local level adapted in response to new challenges (increased workload on the system, lack of staff, lack of equipped workplaces and medical equipment, lack of highly specialized medical care). This will include reinforcement of the patient referral system, including for GBV/CRSV cases, as well as support to mobile clinics for primary health care.

In order to respond to a potentially critical increase in the number of patients in need of emergency medical care, 6 emergency medical care centres will be provided with specialized Class B and C vehicles (reanimation vehicles) equipped with mobile turbine-type ventilators. UNDP will also procure first aid kits and defibrillators and other relevant equipment for critical life-saving treatments and provide further training of trauma care staff in institutions of the target oblasts.

**Activity 1.1.2. Equipment and training for medical colleges, with a focus on training of paramedics and emergency medical technicians.**

Building on successful support provided by the UN RPP in reform of emergency medical care and introduction of new standards, the project will scale up implementation of the training program "Emergency Medical Technician", developed for Donetsk and Luhansk oblasts, which will include the accreditation of a new profession by a broader range of medical colleges and the establishment of training bases in medical colleges of target regions.

Up to 200 drivers of the Centers for Emergency Medical Care in target regions will be trained according to the curriculum "Emergency Medical Care Technician" and will receive state certificates. In order to conduct theoretical and practical trainings, classrooms will be equipped with modern educational equipment (interactive desks, laptops, projectors) and materials (posters, guides, infographics, mannequins, consumables for practical classes).

UNDP will provide both offline and online trainings in first aid for ambulance drivers from the target areas through institutions such as Bakhmut Medical College, which is currently relocated and consolidated on the basis of Poltava Medical College. Mentoring assistance in conducting theoretical and practical classes for students will be provided.

**Activity 1.1.3. Further support to epidemiological surveillance and control, early warning system, and the introduction of a sustainable system of infection prevention and infection control with a particular emphasis on stochastic infection spread in health facilities at the subnational level.**

Medical practitioners play a key role in protecting the health and living environment of occupants of IDP shelters by conducting pre-occupancy and post-event assessments of these facilities. To reduce the risk of secondary disease transmission in collective centres, their staff must implement appropriate infection prevention and control measures. These measures are considered an essential element of emergency preparedness planning and training scenarios for communities. Whenever possible, standard infection control practices should be employed at all types of facilities, even though traditional healthcare services may not be provided at the site. Considering the abovementioned, UNDP is planning to conduct assessment of the quality of infection control in newly formed shelters for IDPs in target regions.

In addition, every hospital should have rigorous infection control programmes to protect patients and healthcare workers, and protocols and procedures in place for health care facilities and others to work together to reduce the many types of infections which pose risk to human health. Preventing infections means that patients will not need antibiotics or other specific medications to treat those infections. UNDP will conduct assessment of infectious control in hospitals in the target areas and establish on-site laboratories

equipped with automated testing systems, standardizing analyzers and test platforms. UNDP will also purchase software to streamline workflow and reduce test run time in order to support the efficiency of these laboratories.

**Activity 1.1.4. Establish a nationwide system of telemedicine services to ensure equal access for all residents to medical care and dedicated hotlines for the general public and service providers.**

At the end of 2021, UNDP started to implement telemedicine services in Donetsk and Luhansk oblasts under the Recovery and Peacebuilding Programme. Two complementary approaches were proposed: to install a single Medical Information System (telemedicine module) in all the health care facilities within the whole oblast or to establish a comprehensive system of telemedicine services and to create a Regional Telemedicine Web-Platform with coverage of all levels of medical care. UNDP is planning to replicate the implementation of the proposed approaches and to roll it out via this project in the target areas. Telemedicine services will ensure equal access for all residents to medical care through providing remote services to war-affected women and men by means of telecommunications technology. More specifically, the system will allow to hold online consultation among all primary, secondary, and tertiary medical institutions in the target region, ensure access to different medical information systems operating in healthcare facilities in the region, and provide options for interaction with all existing mobile diagnostic centres.

UNDP will continue to study requests from the most affected regions in order to establish telemedicine communication at the regional level as effectively as possible without departing from the national strategy. Subject to assessment of needs, UNDP will procure software and specific equipment for telehealth (e.g., mobile frame and storage system, mobile medical devices, a set of digital scoping systems etc.)

**Activity 1.1.5. Mental health and psycho-social support (MHPSS) programmes for healthcare and other specific care providers and first line responders.**

While the primary focus of the activity will be provision of MHPSS services for healthcare professionals and other frontline responders, incl. law enforcement agencies, UNDP will establish Public Health and Recovery Centres (PHRC) in premises of medical institutions in the target regions as necessary infrastructure to support psychological care teams to provide MHPSS services to the population as a whole.

The Centres will be equipped with modern training equipment and furniture as well as specialised medical equipment and resources necessary to conduct activities related to promotion of psychological well-being. Training-of-trainers will be provided for target area medical staff in how to apply existing practical, evidence-based, scalable tools and practice-led approaches for successful implementation of projects to strengthen MHPSS in emergencies operations, enhance personal protection from psychosocial consequences of crises, and build capacities for provision of universal coverage of mental health services.

UNDP will also develop and implement psychosocial support, rehabilitation and recovery programmes for displaced caregivers and frontline responders from war-affected areas and provide them with the knowledge and tools necessary to re-establish them as service providers in transit and host communities.

Regarding first-line responders of the law enforcement agencies, UNDP will coordinate this activity with EUAM and the Canada-Ukraine Police Development Project. In general, the present activity will take into account advice from the Mental Health and Psychosocial Support Technical Working Group coordinated by the WHO in Ukraine.

**Output 1.2 Social service providers are better capacitated to deliver, and conflict-affected populations are increasingly enabled to access to social services in target areas.**

UNDP has received a request from the Presidential Office of Ukraine to provide immediate support to analyse and address current gaps in social care service provision, and to develop new policies and programmes for early recovery in the sector, to support its build back better approach. Specifically, the President's Office has requested UNDP to establish a project, to be implemented jointly with the Ministry of Social Policy, to *"assess the supply and demand for social services, regulatory base, propose a draft programme for further development of social services in Ukraine, calculate the cost of services and design a network of social service providers"*.

Within the context of a comprehensive UNDP programme responding to the President's Office request, the project herein will support work in target areas to ensure no-one is left behind, re-building displaced social care services capacity in war-affected areas and extending service provision to meet increased demand in IDP-hosting communities.

The project herein will support the preparatory work on a new central registry of social care providers and will engage with local authorities and civil society in the target areas to contribute to a comprehensive assessment of needs and capacities. This activity will help expand access to basic social care services and provide a greater range of specialized services, including for SGBV survivors and vulnerable groups. Planned work will have a strong gender dimension, responsive to the reality that the burden of care usually falls on women, while providing opportunities for livelihoods for women through employment in the care sector.

**Activity 1.2.1. Needs assessment of social care services in project target areas to meet increased demand for existing services and recommendations for potential new services that respond to the crisis.**

The project will undertake further needs assessment and analysis of social services in the target areas and will make recommendations for the design and implementation of innovative solutions to upgrade the level and variety of services provided in response to the crisis.

**Activity 1.2.2. Capacity development of social care services providers in project target areas, further support in the implementation of the "Electronic case manager" system by local social service providers and capacities for monitoring of social services provision.**

Data findings in regard to new challenges highlighted the need for timely and relevant skills and tools to improve the level of social services provision. As there are plans to develop a national online register with up-to-date information about services providers, these preparations will be used to provide more essential tools for planning and delivering social services as part of effective crisis response in selected communities of the target areas. This will require provision of support in development of digital solutions for tracking services providers, analysis of capacities and technical needs of authorities to integrate relevant solutions, and further strengthening of capacities to ensure comprehensive data collection, including collection and analysis of data disaggregated by sex, age, and other social identifiers. Training will also be provided in the implementation of the "Electronic case manager" system into the work of local social service providers.

**Activity 1.2.3. Expand access to social care services in project target areas and provide a greater range of specialized services, including for SGBV survivors and vulnerable groups, and through mobile teams. Support to system of social services provision through launching of new types of services, successfully piloted in certain regions and with recommendation for replication, and through extension of the network of non-state services providers.**

Access to basic social services has been significantly impaired, especially for people living in remote settlements, while the number of people in need of social protection had increased rapidly, following the

Russian military aggression. The creation of mobile social services will provide basic social services for the elderly, families with children, and women affected by the escalation of hostilities.

It is planned to deliver the specially equipped vehicles to social services covering selected communities in the target areas which will be provided with a source of autonomous energy supply to support service provision in situ, the necessary equipment for primary medical and social assistance, as well as support to independent living of the elderly, disabled and other infirm or otherwise vulnerable persons.

On the basis of assessments to be conducted under Activity 1.2.1., relevant regulatory policies and models will be developed to enable local authorities to provide new types of services, extending the network of non-state services providers as a way to expand access of diverse populations to social services and provide a greater range of specialized services that leave no one behind. Legal support will be provided to target area local authorities to elaborate a local framework to contract out social services to non-governmental organizations and private service providers.

**Activity 1.2.4. Creation and roll-out of training courses for social workers, medical specialists and psychologists to work with war-related injuries and trauma, including work with GBV/CRSV survivors in project target areas.**

The project will elaborate and conduct trainings for social workers, medical specialists and psychologists to work with war-related injuries and trauma, including work with GBV/CRSV survivors in project target areas. The training programme will be organized by UNDP with the involvement of the professional organization and certified trainers and coordinated with other existing programmes on this subject to ensure greater impact at the local level. It will also establish and support self-help schools or peer-to-peer groups for people from most war affected territories, people recovering from serious shocks, stressful situations, and those caring for non-mobile and seriously ill patients.

**Output 1.3 Access to administrative services improved through inclusive and innovative service delivery solutions**

The project will ensure the immediate provision of equipment and the expansion of ICT infrastructure within Government Administrative Service Centres (ASCs or TsNAPs) and other key service delivery institutions in partnership and coordination with other UN agencies and development partners. The project will provide rapid support to the expansion and further digitalization of essential and priority services to address the most urgent needs of the displaced and of host communities, as well as refugees requiring access to digital IDs, health, education or property documents already held on existing systems. An existing fleet of mobile service units will be enlarged to cover the target areas of the project, to offer a range of priority administrative services (primarily focused on social protection, pension, identity documents, registration of personal and official transport), as well as legal, medical, personal care and information services, and will be provided based on the TsNAPs “one-stop shop” approach.

UNDP is a key partner of the Ministry of Digital Transformation, responsible for the wide-ranging e-governance agenda in Ukraine, including the flagship Spiv-Diia platform which already covers over 14 million Ukrainian citizens, and which offers an obvious solution to the coordination and delivery of assistance and services to people on the move.

The project will maintain contact and coordinate activities with key actors in the reform process, including other donor organizations and programs (e.g., U-LEAD and the Swedish-Ukrainian project PROSTO) and ensure active engagement of communities, to support establishment and modernization of Administrative Service Centers (ASCs), improvement of access to services for citizens, and a culture of dialogue between hromada residents and local authorities.

**Activity 1.3.1. Reconstruction/refurbishment and equipping of ASCs as integrated services centres in war-affected areas; expansion of ASCs infrastructure in IDP-hosting communities.**

The project will provide necessary support to the reconstruction/refurbishment and equipping of ASCs as integrated services centres in selected communities in target oblasts. This support will also aim at the implementation of best practices from eastern Ukraine and improve access to, and quality of, basic infrastructure of public services in war-affected areas.

The project will also utilise prefabricated construction units (modules) to build ASCs for the provision of integrated services in target areas, procure necessary equipment and furniture to support efficient ASC operation and service delivery.

**Activity 1.3.2. Administrative services available in war-affected target areas and hard-to-reach communities through mobile service delivery vehicles.**

The project will engage expert support for the development of a community services model. This activity will assess the status of integrated services provision in selected target communities and elaborate the Model of Mobile Services (Mobile Teams).

The Mobile ASC approach will be used to supplement the establishment of the stationary modular centres (ASCs, Diia Centres) and ensure service delivery in remote areas of target oblasts, specifically through the purchasing and equipment of the vehicles with all necessary tools and equipment to support service providers to deliver a full range of services on site.

**Activity 1.3.3. Further digitalization of public services to provide e-document software, as well as procurement of tools for transfer of administrative services to online format.**

Building on successful experience and lessons learned from collaboration with the Ministry of Digital Transformation and relevant local departments in the eastern oblasts of Ukraine, the project will support implementation of innovative solutions in the provision of integrated services following assessment of the status and prospective of e-services provision on a single platform, elaboration of a Single Information and Service Portal for each target oblast, and procurement of necessary equipment for the service providers.

The project will support the target communities in their implementation of the provisions of the national digital transformation policy through the procurement and installation of the necessary tools and equipment to enable the use of the digital services, including the development of basic infrastructure (Electronic Document Management System - EDMS); implementation of electronic services (eMalyatko, local petitions, online residence registration etc.); implementation of sectoral digital projects in medicine, education, transport, infrastructure, environment, culture, e-democracy and security; activities to improve digital literacy of the population.

**Output 1.4 Social infrastructure refurbished or repaired to support service delivery in project target areas.**

As soon as the security situation allows, UNDP will work with and through national authorities, municipalities, oblast and rayon administrations and citizen/civic associations in war-affected areas to triage the condition of damaged infrastructure for demolition and replacement, major reconstruction, rehabilitation and/or minor repair, and help authorities to prioritize projects for the attention of all donors, funds and programmes available. While the sister EU-funded initiative, *Support to Early Recovery in War-Affected Areas in Ukraine*, will support immediate needs in relation to public safety, the Project herein will provide limited support to the refurbishment/reconstruction of social infrastructure for restoration of basic service provision.

The IDP influx in western oblasts of Ukraine has required emergency solutions for shelter needs, in many cases involving the re-purposing of existing social infrastructure on a temporary basis. While durable solutions must be the medium-term aspiration, further short-term measures will be required to support IDP management and integration with the hosting community, e.g., the need for women-only shelters (particularly important for SGBV survivors), additional classrooms for schools and extensions to primary health care facilities, community centres as spaces for dialogue and social cohesion activities etc. All construction and refurbishment work will integrate accessibility norms, universal design principles, energy efficiency standards and green recovery principles.

In addition, the project will work with local authorities to ensure that essential service provision accessible infrastructure (health facilities, schools, shelters for survivors of domestic violence, community centers, etc.) has the necessary equipment to provide services to increased numbers of people in host communities, and resident/returnee population in war-affected areas.

Community engagement platforms established as part of activities under Specific Objective 2 will be engaged to help prioritize social infrastructure rehabilitation efforts and facilitate efforts of local governments to address to the needs of the most vulnerable.

**Activity 1.4.1. War-damage assessment and initial reconstruction planning undertaken to support safe returns process and infrastructure re-development necessary to delivery of basic public services.**

Working with and through the UNDP Ukraine Decision Support Unit (DSU), the project will expand the use of an online interactive platform for damages identification with classification by types of destroyed objects and the ability to analyse information on the level of destruction of infrastructure, public and residential buildings. The platform will utilize modern GIS and computer technologies, including remote sensing, for damage detection and assessment of losses in target communities directly affected by the war.

Moreover, mobile teams of engineers to conduct damage assessments in the field will be established, equipped with necessary tools and transport, and trained on UNDP damage assessment methodologies.

**Activity 1.4.2. Assessments and planning undertaken for IDP management and integration needs undertaken in relation to social infrastructure capacity and options.**

The project will provide the necessary equipment to target communities in order to organize the collection, systematization and analysis of existing topographic, geodetic planning and cartographic materials, information on land resources, available urban and design documentation. Land management documentation is a prerequisite for making the right management and planning decisions and will allow relevant authorities to identify the gaps and deliver decisions for the efficient local IDP management.

**Activity 1.4.3. Development of social infrastructure to meet service delivery needs of IDP management (shelters/day centres, schools, health facilities, community centres for IDP inclusion etc.).**

The Project will support the renovation/repair, repurposing, or expansion of public (community or subnational) infrastructure to meet needs of IDP management in terms of shelter and support to their integration in the hosting community, as well as strengthen local service providers in their efforts to provide timely and efficient public services to all.

Work planned under this activity will be based on the principles of: i) supporting as much as possible the independence of displaced populations while at the same time ensuring that a medium-term vision is in place for refitting temporary shelters once they won't be needed (either because of the beginning of the return process or because longer-term solutions are identified); ii) supporting through civil works the integration/inclusion of IDPs in the life of the community: this encompasses the creation of spaces open to all residents of the community regardless of their displacement status, to foster interactions leading to mutual

understanding; and iii) supporting a whole-of-community approach, by ensuring that activities geared towards integration of IDPs do have beneficial effects for other residents of the community, e.g., by creating family-friendly spaces where both hosts and IDPs may access childcare services, and thus facilitate working parents to resume paid employment. Focus areas for this activity will be oblasts with high ratio of IDPs-to-resident population. The final selection of the target oblasts will be guided by internal displacement data and take into consideration the results of ongoing and future consultations with regional authorities and municipalities. The activity will be implemented in synergy with activities 2.2.1, 2.2.2, 2.3.1, 2.3.2, 2.4.4, 2.4.6 among others, and as such will endeavor to target the same communities.

The project will also provide the necessary equipment for social infrastructure developed under this activity, including shelters, collective centres, schools, community centres for IDP inclusion.

### Specific

#### Objective 2: Community security is enhanced, and the social fabric is maintained

Protection of civilian populations, including through a scaled-up support to the emergency and police services and a focus on the specific needs of particularly vulnerable groups, including IDPs, GBV survivors, liberated communities, persons with disabilities and others, will be at the centre of the immediate response envisaged by the project.

Community-based dialogue platforms will be required to monitor and address any emerging tensions between IDPs and host communities. Participants of community platforms and working groups established under the Recovery and Peacebuilding Programme in eastern Ukraine, now displaced in the west, can assist with establishing new groups in IDP-hosting communities. Trained community mediators can similarly be redirected toward support in other regions of the country. The Project will take a proactive approach to ensure women's participation in all mechanisms to promote community safety and peace, in line with UNSCR 1325 and the Women, Peace & Security (WPS) Agenda.

Despite the strengthened sense of national identity and unity stemming from the ongoing war, mass internal displacement is already posing new challenges and may lead to increased tensions between host communities and IDPs, posing a serious threat to the national and local collective resilience. Building on tested models of community mobilization for civic engagement and on social cohesion programming implemented in eastern oblasts of Ukraine, UNDP will support a community-led and owned response to potential triggers of disunity and social tensions, including but not limited to those arising between IDPs and host communities, through the implementation of early warning systems, including ongoing community tension monitoring.

A key element in maintaining the social contract is to ensure respect for human rights and access to justice for key population groups, including IDPs, war-affected populations, and survivors of sexual and gender-based violence (SGBV). The Project will build the capacities of legal and justice service providers in its target areas, raise awareness around key issues, and mobilize civil society organizations to support individuals to claim their rights and seek redress where rights have been violated.

For CRSV activities mentioned under outputs 2.2 and 2.4, the Project will ensure coordination with the EU-funded measure on Support to Access to Education and Assistance to Victims of Sexual Violence which includes three actions: 1) with Global Rights Compliance to support the Office of the Prosecutor General and strengthen investigative capacity in this area; 2) with the Ukrainian Women's Fund and La Strada to enhance the capacities of local civil society organisations to act as first responders for victims of sexual and to strengthen the availability of psycho-social support and raise awareness on CRSV; and 3) with the Office of



the Special Representative of the Secretary-General on Sexual Violence in Conflict (OSRSG-SVC), which will include the collection of reliable data on the situation of conflict-related sexual violence and strengthen the response from public health and local authorities through a government-led approach. UNDP will also ensure that CRSV actions are consulted with the relevant Ukrainian authorities such as the Office of the DPM for European Affairs and the Gender Commissioner which are leading an Intergovernmental Task Force.

UNDP will ensure coordination and collaboration with EUAM in the implementation of objective 2 activities, building on synergies in the support of community safety and security, and the civilian security sector in general.

**Output 2.1 First responders have enhanced capacities to implement efficient emergency rescue operations and to support public safety and security in war-affected and hosting areas.**

With EU funding under the UN Recovery and Peacebuilding Programme, UNDP is already meeting some of the urgent requests for equipment and supplies from Ukraine's State Emergency Service. This support will be scaled-up under the project herein and an additional component added to support local authorities, emergency services and police units with the provision of public information for public safety and security.

The Project will ensure the coordination of activities with the ongoing EU-financed project on Technology for Civilian Protection and Accountability in Ukraine implemented by Hala Systems. This project includes an activity by the East Europe Foundation, carried out together with the State Emergency Service, to design and implement programme-specific awareness-raising campaigns to educate the public on self-protective actions against threat events. Additionally, the Project will consider coordinating activities with two other EU-funded projects: ACTED-implemented project on Reinforcing Civil Protection and Preparedness for Conflict Escalation in Ukraine, which includes an activity on emergency education and awareness, and East Europe Foundation-implemented project on Influencers Empowered: Working Together for Peace, which works on awareness raising campaigns with SES through support to volunteer activities in Ukraine.

**Activity 2.1.1. Provide equipment and other support to first responders, including but not limited to the State Emergency Service (SES) and National Police of Ukraine (NPU), to provide life-saving rescue services to the war-affected population in the war-affected, transit and host areas.**

The Project will support first responders in ensuring the continued performance of rescue and response operations (including policing functions) in communities directly affected by the war. Support will be provided also to first responders' units relocated away from the hostilities to continue supporting via back-end functions the activities of the units engaged at the frontline. In target transit and hosting communities, support will be given to maintain active security and civil protection services, with a specific focus on upholding law and order in communities with high ratios of IDPs to resident populations.

**Activity 2.1.2. Support to local authorities, SES and NPU for the provision of public information in support of public safety and security.**

The realities of the war, with its indiscriminate targeting of civilian infrastructure and residential areas throughout the country, and massive displacement from the original areas of residence, is a stark reminder that timely provision of information to the general public is crucial, if not outright lifesaving. The Project will thus support state and local authorities in the provision of timely, truthful, and actionable messages about prevailing security risks and threats, level of preparedness, and ways to mitigate risks to personal security. The Project will finance the employment of innovative tools and techniques to spread the information, based on existing international best practices, as well as support and scale up already existing ones. As appropriate, the

Project will support the State Emergency Service in the establishment of a centralised support and analytical unit, which will benefit communities throughout all the territory of Ukraine with a special focus on the needs of the most affected areas.

**Activity 2.1.3. Strengthen capacities of SES and NPU on crisis management, efficient coordination, human rights, gender equality, disability inclusion, civil protection, first aid, conflict-sensitive and non-discriminatory communication, and social cohesion aspects.**

The occupation of a part of the country, the severe damages inflicted on infrastructure in both Government-controlled and occupied territories, and substantial population displacement has brought new challenges for local security providers in ensuring safety and security of people. In order to build their capacities to coordinate effectively both within the relevant state structures, and with other actors involved in an official or voluntary capacity in crisis management and response, in line with international best practices, the Project will organise classroom-based and practical training opportunities open to staff of the SES and NPUs deployed in crisis situations. The capacity development activities will be firmly rooted in a human-rights based approach, support pervasive gender mainstreaming, and introduce the trainees to the concept of social cohesion, protection and strengthening of the community's social fabric. In parallel, specialised and highly in-demand training opportunities focused on first aid and civil protection for first responders will be also organised.

**Output 2.2 Increased capacity of local authorities, civil society actors and security service providers to ensure public safety and address GBV/CRSV**

Participatory approaches, involving local authorities, CSOs and security service providers were extensively tested in eastern oblasts of Ukraine for the identification and implementation of solutions related to maintenance of public safety. The same approaches will be piloted in both host communities and war-affected areas in the early phases of the return process, to support inclusive dialogue over community security needs and identification of community-level tensions. Simple systems for early identification and mediation of community conflicts will be introduced, modeled on successful experience in eastern Ukraine.

Through strengthening of service provision and capacity development of service providers on advocacy and awareness raising, and on ensuring GBV/CRSV survivors' safety and privacy, the project will enable the delivery of holistic support to survivors of gender-based violence. The introduction of gender- and disability responsive community policing principles will be piloted in transit and hosting areas, as well as in communities close to the frontline, as a tool to strengthen trust, efficient service delivery, and the general perception of personal and community safety and security. Activities under 2.2.6 will be implemented in partnership with UN Women.

**Activity 2.2.1. Establish community security and social cohesion working groups (CSSC WG) as open dialogue platforms and advisory bodies for the identification of needs, design and implementation of security initiatives, and early identification of community-level tensions.**

The well-tested UNDP methodology on Community Mobilization for Community Security and Social Cohesion will be replicated in the project target areas to ensure participatory, gender responsive, and inclusive decision making from the first steps of the recovery process. The implementation of the methodology will include support to community-based and community-led participatory assessments, whole-of-community joint planning and evidence-based capacity building processes, capacity building for empowerment of the most vulnerable groups and advocacy initiatives, building bridges between key stakeholders (civil society, local authorities, private sector, services providers, etc.) and supporting coordinated action for security and sustained recovery. CSSC WGs will be the tool and vehicle to support inclusive and sustainable dialogue at the

community level, inclusive local policy making for community security, implementation of micro-projects and citizens-led initiatives.

As the mobilization and dialogue processes that are the cornerstone of the participatory approach proposed have a medium-term view, and require full citizens' engagement and a relatively stable security situation (no active military actions) as prerequisites for early recovery, target oblasts will be chosen based on their expressed readiness to engage in the process of early recovery and development, the presence of partners, the presence of a large proportion of IDPs (for hosting areas) and the prevailing security situation; preference will be given to smaller communities over big cities. The activity will be implemented in synergy with activities 2.2.2, 2.3.1, 2.3.2, 2.4.4, 2.4.6, 2.5.2, 2.5.3 among others, and as such will endeavor to target the same communities.

**Activity 2.2.2. Support the prevention and redressal of GBV, including CRSV, through increased public awareness, establishment, or refurbishment of GBV shelters and day centres, and strengthened provision of psycho-social, legal and emergency medical services for survivors.**

The Project will strengthen service provision through safe shelters and day centres, and support awareness raising campaign(s) aimed at spreading information about available support, protection, tools and channels for the restoration of rights for CRSV victims and their family members. The campaign will cover the existing channels and processes to apply to law enforcement bodies with a report on CRSV crimes, and how to access services tailored to the special needs of GBV/CRSV survivors, including free legal aid from the government and respective CSOs.

**Activity 2.2.3. Support the introduction and expansion of gender- and disability-responsive community policing principles and establishment and operationalization of local Safety and Security Centres.**

In addition to supporting CSSC WGs, the Project will support the functioning of another local mechanism tasked with improving community security and supporting stabilisation - the Safety and Security Centres (SSCs), which are being opened across Ukraine in line with the priorities identified by the decentralisation reform. Centres are intended to co-locate the key institutions engaged in community safety (i.e., police, firefighters, volunteers) under one roof, so that the arrangement fosters closer coordination between them. Building on previous experience in community mobilization for community security, and lessons learned from supporting the establishment of trusting relations between SSCs and the public, the Project will engage in raising awareness of security matters with local communities to be selected in consultation with state authorities (i.e., the Ministry of Internal Affairs, the SES of Ukraine, National Police Units, Oblast Administrations) among those most in need to avoid overlapping with initiatives implemented by other development actors.

In parallel, the project will continue provide training on community policing for law enforcement agencies. The Project will seek to harness the skills and notions imparted to law enforcement agencies over the course of previous phases of UNDP's activity in eastern Ukraine and support the police in its efforts to apply community policing approaches in practice. Gender-sensitive approaches tailored to the needs of individuals at the intersection of multiple dimensions of vulnerability, will remain at the core of any community policing activities, implemented by the Project.

**Activity 2.2.4. Research activities aiming to gain better understanding of displaced women's and men's different needs and challenges, intergroup relations, and power dynamics with host**

**communities and general community perceptions, including through SCORE IDPs booster, piloting of a tension monitoring system and others.**

The project will engage with the SHARP initiative, a partner-project that stems from SCORE survey and which will help acquire wide-ranging and nationwide data regarding the perceptions and attitudes of IDPs and residents of war-affected communities. The aim of SHARP (which stands for SCORE-inspired Holistic Assessment of Resilience of Population) is to provide evidence for early recovery and stabilisation action to support Ukrainian communities, development actors, national and local policymakers, during and in the aftermath of the war.

The research project includes but is not limited to the following topics: exposure to adversity, personal safety and security, trust and support of institutions and actors (including law enforcement), public services, basic necessities assessment, community cooperation, civic duty, civic action, displacement and mobility intentions, war-related challenges that Ukrainians are facing, inter-group relations between host communities and the displaced population.

In addition to the SHARP initiative, other pilot research project will be launched to monitor tensions between IDPs and hosting communities, or to assess specific needs of war-affected populations. As feasible and appropriate, UNDP will also reach out to other offices in the region and beyond to tap into their experience and best practices in rapid needs assessments and in the setup of “light” open-source information gathering systems for social cohesion and security.

**Activity 2.2.5. Capacity building of community analysts to support the expansion of the Geoinformation system for conflict analysis and support to development of network of community mediators to support conflict resolution.**

The Project will build on the conflict analysis and resolution methodology developed and piloted in Donetsk, Luhansk and Zaporizhzhia oblasts as part of the UN Recovery and Peacebuilding Programme. The geoinformation system aims to collect and analyse data on community conflicts and provide assistance to their resolution, if possible, with conflict mediation efforts. The Project will engage in strengthening the sustainability of the system as a model for community-level conflict analysis and resolution, and its independent scaling up throughout all oblasts of Ukraine. The system will be piloted in both transit and hosting communities.

**Activity 2.2.6. Community-based prevention of gender-based violence (GBV) against women and girls by supporting “attitudinal change” to encourage non-violent masculinities, challenge existing gender norms, and raise awareness regarding the unacceptability of GBV against women and girls, engaging men in prevention and protection efforts, and establishing safe spaces and community-based protection mechanisms.**

To prevent gender-based violence against women and girls, including Conflict-Related Sexual Violence (CRSV), and promote long-term and cultural change towards gender equality, the Project will raise awareness of women and men, girls and boys about violence against women and girls as a manifestation of inequality and a violation of women’s human rights, as well as work with communities, particularly targeting men and boys, to address practices that contribute to gender-based violence.

Applying a community-based approach to the promotion of women’s protection and empowerment, and to the mitigation of GBV risks, the Project will support women and girls to recover from violence, form networks

and access information, support and opportunities by creating tailored to the context safe spaces for women and girls.

**Output 2.3 Local authorities, private sector and civil society are further capacitated to engage in and promote IDP inclusion efforts.**

Through the establishment of local and interregional dialogue and cooperation platforms, targeted support to IDP councils, the creation of partnerships of displaced and local NGOs, and engagement of the private sector, UNDP will support the perspective shift from “*community for IDPs*”, to “*community with IDPs*”. Inclusion initiatives will target development of public infrastructure to support service provision and to become hubs for social integration, dialogue, cultural, social, and recovery initiatives.

The project will place special emphasis on youth engagement in recognition of the potential role youth can play as agents for resilience building and sustainable recovery. Building on the existing youth infrastructure, UNDP will engage youth groups and youth workers (both IDPs and from host communities) in volunteer initiatives, including directly supporting the inclusion of IDPs, in cultural activities such as youth journalism, and initiatives aiming to develop inclusive (digital) education for children and adolescents, regardless of their displacement status. Activities on Community Resilience Centers under 2.3.1 will be implemented in partnership with UNFPA.

**Activity 2.3.1. Support to community-led initiatives, inclusion activities, including CSO-organized civic initiatives, cultural events, dialogue forums, youth-led volunteering activities, youth journalism/storytelling and social cohesion events.**

The Project recognizes the role played by grassroots activism as a strong driving factor for increasing community engagement and social cohesion. For this reason, and building on a wealth of lessons learned from supporting civic engagement of young women and men, persons with disabilities, ethnic minorities, survivors of GBV, and other extremely vulnerable groups in eastern Ukraine, the Project will expand existing support aimed at building capacities of local CSOs and initiative groups, including youth CSOs, with a specific focus on enabling the establishment of linkages and synergies among initiative groups and local authorities, and on supporting community-led initiatives that facilitate local recovery and development processes. The selection of the communities will be strongly influenced by the evolution of the security situation at the time of implementation and the presence of ongoing military actions in the vicinity. As feasible and appropriate, the Project will take a staged approach to implementation that begins from relatively safe oblasts and communities and expand to new areas in response to the evolution of the conflict.

The Project will also pilot Community Resilience Centers to function as community-led, inclusive and adaptive spaces for youth, women, families, including vulnerable ones, i.e. displaced people, ex-combatants, ethnic minorities, people with disabilities and others. Practical solutions for youth will be applied in order to facilitate youth participation in decision making and peacebuilding in line with the Youth, Peace and Security agenda, to support and capacitate the grassroots initiatives led by young people, as well as to develop soft and life skills for adolescents by supporting them in coping with long-term war traumas. Families-focused activities will strengthen their resilience with significant focus on displaced families, families separated due to the war, families who lost their family members and families of ex-combatants. GBV prevention will also be mainstreamed through community interventions by addressing the toxic gender stereotypes, building ‘zero’ tolerance to violence as well as increasing awareness of available support mechanisms and specialized services.

**Activity 2.3.2. Establishment and operation of IDP councils or similar IDP representation structures, to enable IDP-led advocacy efforts aiming to address their specific needs and concerns within the host communities; interregional dialogue platforms for technical advice and coordination, exchange of experiences and mutual lesson learning in the area of IDPs inclusion.**

The Project will aim to ensure meaningful participation of IDPs in advocacy and decision making at the community and oblast levels through a wide range of tools. Concrete activities will be identified along the cycle of advocacy and may include (preliminary non-exhaustive list): a localized awareness raising campaign; community engagement training opportunities to be offered to IDPs and joint training opportunities for local and regional authorities on building partnerships and ensuring successful cooperation with this target group; advisory and expert support to build the IDPs representation framework, as well as support for specific initiatives to be promoted by IDP councils and tools of institutional cooperation between councils at the sub-national level. Planned support may also come in the shape of e-participation tools aimed at involving IDPs in decision-making at the local and regional levels. The activities will cover key geographical centers of concentration of IDPs across Ukraine. The final selection of the target oblasts will be guided by internal displacement data and take into consideration the results of ongoing and future consultations with regional authorities. The activity will be implemented in synergy with activities 2.2.1, 2.2.2, 2.3.1, 2.4.4, 2.4.6 among others, and as such will endeavor to target the same communities.

**Output 2.4 Rule of law and human rights institutions' capacities, functions and tools are strengthened to expand access to justice and support services.**

Building on the successful experience and lessons learned accumulated over the years of collaboration with the Ombudsperson's Office, Free Legal Aid System (FLAS), the State Judiciary Administration, civil society organizations, and relevant local departments in the eastern oblasts of Ukraine, UNDP will scale up its support to war affected communities, transit and host areas. The activities will enable legal and justice service providers to deliver urgent support to those in need, with a specific focus on new emerging legal issues arising from the war and displacement. In parallel, the project will make sure that quality information on available services, entitlements, and how to access them is made available to everyone including in hard-to-reach communities and to vulnerable groups who are most at risk of not being included in the emergency response. As appropriate, digital tools will be expanded to reach out to a wider population and ensure that all citizens of Ukraine, regardless of their current location have access to all services needed. Activities under 2.4.7 will be implemented in partnership with UN Women.

**Activity 2.4.1. Professional development of legal and justice service providers in relation to new legal challenges connected to mass displacement of people and war-related crimes, including GBV/CRSV, damaged and lost property, etc.**

The Project will engage in the development of professional capacities of the judiciary and legal aid services providers through the creation of a comprehensive training offer that will include training of trainers (ToT) to ensure sustainability of the results. Training opportunities will be co-designed with the stakeholders and, after approval, will be included for further implementation to the learning curricula of both institutions. This approach will ensure not only the sustainability of the effort but also local ownership, as the learning inputs will be tailored to and organically embedded into the professional education activities of FLAS and judiciary. Dialogue platforms will be created for shared planning, identification of solutions, and experience and best practices sharing with regards to new legal challenges arising as a consequence of the war. The Project will target national level stakeholders for this activity, to ensure that its results produce benefits country-wide. At the same time, the process of validation and approval of the training curricula will be localized throughout

Ukraine starting from oblasts directly affected by the war and those oblasts with high ratios of IDPs to local residents.

**Activity 2.4.2. Strengthen local capacities of Ombudsperson’s Office and FLAS to communicate and provide clear guidance on rules and procedures during the wartime, enhancing coordination with other stakeholders.**

The Project will support both the Ombudsperson’s Office and FLAS on the formulation and implementation of an awareness campaign on human rights and available legal aid services during the wartime. The overall aim of this activity is to provide both partners with the tools for further development of content for the communication campaigns, and as such will be designed in a way that maximise the opportunity for capacity development for the staff of both institutions. In practice, the support provided will include the organisation of training events, procurement of necessary software and IT-equipment, support to pilot testing and implementation etc. While the activity is focused on supporting national-level institutions and as such is expected to produce results nation-wide, the starting point for testing and roll out of the field activities will be directly war-affected oblasts.

**Activity 2.4.3. Technical assistance to relocated FLAS lawyers and judiciary, including provision of vehicles and equipment to boost the outreach and expansion of services across target areas.**

The Project will address the gaps caused by the mass relocation of judges, court staff and FLAS lawyers away from the war-affected oblasts by increasing their capacity to provide high-quality, timely services that address the urgent legal and justice needs arising as a consequence of the war. To achieve this objective the Project will purchase and handover to the relevant stakeholders IT equipment, software, and other necessary materials to replace what has been lost during the relocation process and boost the outreach capacity and efficiency of both legal and justice service provision. In parallel, the Project will build on past collaboration with both institutions to continue supporting improved access to their services for the war-affected people through digital solutions. Target oblasts for the provision of hardware will be identified in collaboration with staff of the FLAS and judiciary, based on the places of relocation of their staff and existing needs on the ground as assessed through the ongoing survey of legal needs of IDPs and war-affected populations. Software and IT-solutions will be handed over to the institutions at the national level, so that they can benefit decentralized offices across the whole country.

**Activity 2.4.4. Awareness-raising in project target areas in regard to available support and services, and to improve legal literacy in relation to war damages, GBV/CRSV, family and labour issues, to enable them to claim their right and access justice.**

The Project will work with the Free Legal Aid System to boost their outreach capacities to raise awareness of the general population about their rights and entitlements, with a special emphasis being placed on the legal rights of war-affected women and men. Planned support under this activity will focus on the provision of equipment (including as appropriate vehicles) to expand the mobility of the FLAS and other legal service providers, in addition to the organization of events, training sessions, public information campaigns, and other outreach events to the general population. Software and hardware solutions will be handed over to the FLAS and CSOs headquarters for redistribution according to the needs. Training and outreach events will be organised locally with a focus on war-affected oblasts and host communities (specific areas will be identified based on the results of the survey on legal needs of the war-affected populations).

**Activity 2.4.5. Build capacities of NPU in project target areas for CRSV casework, including the provision of mobile forensic labs for CRSV evidence collection.**

The Project will engage to strengthen the practices and capacities of the national investigative authorities, chiefly the National Police of Ukraine, to conduct safe, effective, victim/survivor- and gender-responsive investigations based on the [UN Model Legislative Provisions and Guidance on Investigation and Prosecution of Conflict-related Sexual Violence \(CRSV\)](#). This will include the provision and adoption of practical guidance and training materials on interview techniques to be used with CRSV victims/survivors and methodologies of documenting evidence of CRSV aligned with international standards and existing best practices. This may also include developing the capacities of practitioner psychologists who serve in national-level investigative bodies and units, in providing psychological assistance to CRSV survivors.

The Project will also provide support to the national forensic institutions in relation to CRSV crimes investigations, which may include the provision of equipment and supplies to existing mobile forensic laboratories for on-the-spot investigation of large-scale CRSV crimes, or the establishment of additional specialized mobile forensic labs. As a result, investigators will have better capacities for conducting crime scene inspections, collection, storage, and protection of evidence. The Project will create synergies with other planned activities under this Output to ensure effective access to free legal aid for survivors of sexual violence in conflict and post-conflict settings, by strengthening outreach and technical capacities of the representatives of the FLAS.

**Activity 2.4.6. Support and develop the capacity of NGOs/CSOs for legal aid casework and advocacy in project target areas.**

The Project will support legal aid provision via CSOs with priority being given to the specialized CSOs relocated from Donetsk, Luhansk, Zaporizhzhia and Kherson oblasts. CSOs working in areas with substantial influx of populations displaced by the war will also be considered for support. The aim of the activity is to build the capacities of these CSOs to support the state-funded FLAS in a sustainable and technically competent manner. This activity will be mainly implemented via grant modality. Areas of implementation will be selected based on (1) population movement data and (2) the results of the ongoing survey of legal needs of war-affected populations.

**Activity 2.4.7. Enhancing the access to justice of survivors of GBV, including CRSV, by legally empowering them and strengthening the capacities of the justice sector actors on preventing and combating GBV against women and girls by applying a survivor centered approach**

The Project will support measures aimed at ensuring the access to justice of GBV, including CRSV victims/survivors by legally empowering them and strengthening the capacity of the National Police to prevent and respond to GBV using a survivor-centred approach.

Legal awareness campaigns, including legal literacy programs for women victims/survivors of GBV and at risk of such violence, will be conducted in target regions. The overarching objective of the legal empowerment interventions is to make women aware of the relevant rights and protections available under GBV laws and enhance their capacity to navigate the judicial set up, demanding the realization of their rights and the accountability of perpetrators. To reach out to women GBV victim/survivors, primarily representing marginalized groups, who face barriers to accessing formal legal services, the Project will support community-based legal aid initiatives coupled with psychological support aimed at preventing the re-traumatization of the victims/survivors.

Addressing the underreporting of GBV crimes and the weak use of protection measures for GBV victims, the Project will strengthen the capacity of National Police to prevent GBV through community policing and to ensure the protection of GBV victims using a survivor-centred approach.



## **Output 2.5 Inclusion and re-integration of ex-combatants supported through the application of community-based reintegration approaches.**

Women and men ex-combatants will be one of the key target groups for assistance under the Project, in view of their extreme vulnerability and the pivotal role they will play in peacebuilding and development action at the end of the war. UNDP will work to support the Ministry of Veteran Affairs, civil society organizations and authorities at the subnational level to create the conditions for ex-combatants' transition from military to civilian lives and access high-quality community-based reinsertion and reintegration services (medical, psychological, and social).

The Project will take into account and build on activities implemented under other EU-funded projects, which include IOM-implemented project on Enhancing Successful Reintegration of Veterans from the Conflict in Eastern Ukraine and their Family Members, as well as an ongoing SOCIEUX+ action and several TAIEX activities planned with the Ministry of Veteran Affairs. The Project will also maintain a focus on community level and engage with the Ministry of Health on the rehabilitation aspects of the support as foreseen under Activity 2.5.3.

### **Activity 2.5.1. Provision of technical assistance and advice to the Ministry of Veterans Affairs in the formulation of a roadmap in support of the transition of ex-combatants from military to civilian life, including the setup of one-stop shop services for veterans at subnational level.**

The Project will foster increased and systematic coordination and response to the reintegration needs of ex-combatants and other war-affected groups at oblast and community levels. Specifically, it will provide i) technical support to establish pilot Information Counselling and Referral Services centre(s) and ii) build capacities of employees and staff of such centre(s) and other relevant sub-national and local actors. Subject to resource availability and in consultation with the Ministry for Veteran Affairs of Ukraine, the establishment of the ICRS centre(s) might be pursued in staged manner, starting from priority modules and services to later expand to offer additional assistance. Beyond the already identified pilot location in Dnipropetrovsk Oblast, capacity development activities and technical support might be provided to other national and sub-national actors to coordinate and engage into the work of such centre(s) to support veterans and other war-affected groups. Additional locations will be identified depending on the evolution of the security situation and emerging priorities of the Ministry of Veteran Affairs.

### **Activity 2.5.2. Capacity development for CSOs, local authorities, social services providers on the principles of effective and inclusive work with women and men ex-combatants.**

In line with a whole-of community security perspective, the Project will support the identification of locally sourced and owned development solutions at the sub-national and local level through the involvement of actors engaged in supporting ex-combatants and other war-affected populations. Grant and technical assistance will be geared to strengthening the capacities of grassroots-level practitioners from civil society organizations, municipal centres, veteran hubs, rehabilitation centres, and sports centres. In parallel, the Project will provide support to combatants, ex-combatants and their families by building local capacities to address trauma issues and adopt approaches to assistance that are built on an understanding of the intersection of different dimensions of vulnerability for war-affected populations. Finally, to boost the adoption of whole-of-community approaches to address the needs of war-affected populations, the Project will provide technical assistance to community stakeholders affected by the mass displacement of people as a consequence of the war. All implemented activities and knowledge products will adopt gender-specific lenses to identify and address the specific needs of women and men ex-combatants.

**Activity 2.5.3. Support to community-based reintegration initiatives addressing the specific needs of women and men ex-combatants, including physical and psychological rehabilitation, livelihoods support and reskilling programmes.**

Taking a community-based security and reintegration approach, the Project will support a variety of initiatives enhancing the role of ex-combatants and related groups in responding to the challenges of reintegration into community and civilian life at local and regional levels. The Project will support initiatives led by ex-combatants and associated groups (community recovery/development projects, advocacy initiatives, production of knowledge products, and networking). It will also finance double-targeting initiatives that will include children, youth, IDPs, and PWDs. Finally, it will provide technical and grant support to initiatives geared towards enhancing the cooperation of local government and other state actors and civil society (including ex-combatants) and/or jointly presented by them.

A number of sub-activities under both specific objectives will be implemented through a low value grant (LVG) modality, awarded either directly by UNDP or through an identified Responsible Party. An indicative list of activities where LVGs will be used includes 1.4.3 “Development of social infrastructure to meet service delivery needs of IDP management”, 2.2.1 “Establish CSSC working groups as open dialogue platforms and advisory bodies for the identification of needs, design and implementation of security initiatives, and early identification of community-level tensions”, 2.2.2 “Support the prevention of GBV/CRSV through increased public awareness, establishment or refurbishment of GBV shelters and centres and strengthened provision of psycho-social, legal and emergency medical services to survivors”, 2.2.5 “Capacity building of community analysts to support the expansion of GIS for conflict analysis and support to development of network of community mediators to support conflict resolution”, 2.3.1 “Support to community-led initiatives, inclusion activities, cultural events, dialogue forums, youth-led volunteering activities, youth journalism/storytelling and social cohesion events”, 2.3.2. “Establishment and operation of IDP councils to enable IDP-led advocacy efforts aiming to redress their specific needs and concerns within the host communities”, 2.4.6 “Support and develop the capacity of NGOs/CSOs for legal aid casework and advocacy in project target areas”, 2.5.2 “Capacity development for CSOs, local authorities, social service providers on the principles of effective and including work with women and men ex-combatants”, and 2.5.3 “Support to community-based reintegration initiatives addressing the specific needs of women and men ex-combatants, including physical and psychological rehabilitation, livelihoods support and reskilling programmes”. An indicative total amount that will be allocated to LVGs is USD 2 million. Annual workplans will contain additional details related to the implementation of LVG schemes such as information on the grantmaking entities if different from UNDP; specific purpose of the LVGs aimed at achieving the objectives of the respective outputs; and types of entities eligible for LVGs and criteria for their selection. LVGs will be awarded through a call for proposals mechanism in line with UNDP’s established procedures for reviewing LVG applications and selecting entities for grant awards.

## **4.2. Partnerships**

Based on its longstanding presence in the country, UNDP benefits from on-going cooperation with the Government of Ukraine at all levels, as well as long-standing partnership with numerous networks of civil society organizations that can provide UNDP and development partners with well-established entry points and platforms to channel and scale up service provision on behalf of the Government and people of Ukraine.

The Project builds on solid foundations laid by the previous EU Support to the East of Ukraine – Recovery, Peacebuilding and Governance; on strong partnerships created by the Implementing Partners at the national

level with key line Ministries, and at subnational level with Oblast Administrations, territorial communities and civil-military administrations, civil society partners, private sector and other key stakeholders in the eastern oblast of Ukraine; and on lessons learned from several years of implementation of project initiatives in conflict areas along the 2014 'line of contact' across Donetsk and Luhansk oblasts, and along the Sea of Azov coastline.

At the national level, to align and ensure coherence with national recovery and reform policies, the Project will maintain partnerships with and provide information on key results and achievements to relevant representatives of:

- Ministry of Digital Transformation
- Ministry for Reintegration of the Temporarily Occupied Territories
- Ministry for Communities and Territories Development
- Ministry of Social Policy
- Ministry of Veterans Affairs
- National Agency of Civil Service
- National Academy for Public Administration
- Office of the Parliament Commissioner for Human Rights
- Office of the Government Commissioner for Gender Equality Policy
- Ministry of Internal Affairs
- National Police of Ukraine
- State Emergency Service
- Ministry of Justice
- State Judicial Administration
- Coordination Centre for Free Legal Aid

At the subnational/territorial level, the Project will maintain partnerships with oblast administrations/ councils. It will regularly inform them of the Project's achievements and will invite them to key relevant Project events. At the local/territorial level, UNDP will work in partnership with:

- Local authorities
- CSOs, CBOs, NGOs, Citizens' (including women's and youth groups) groups including those representing women, youth, PWDs including ex-combatants and those injured as a result of the war, and vulnerable groups
- Community resource centres
- Public councils
- Local training centres.

### ***4.3. Risks and Assumptions***

The overall risk level of the project is deemed to be medium to high, given that work will be undertaken in the midst of an active conflict, and a certain risk tolerance is required of all partners.

The Project Manager will maintain a project risk log on an ongoing basis and will report on risk to the Project Board at each meeting.

Upon launch of the project and in parallel with start-up activities, a full Risk Analysis will be prepared to form the basis for all further risk identification, mitigation and management. The Risk analysis will categorise the nature of risks in each target area, their probability and likely impact, proposed mitigation measures and responsibility for their implementation. At the present time, four main categories of risk have been identified:

**Security risks:** while the project aims to support early recovery of areas directly affected by the war, many of these areas remain in close proximity to current frontlines and could face renewed fighting. UNDP will implement the project under the guidance of the UN Department for Safety and Security and the authority of the UN Designated Security Official.

Ongoing liaison with formal authorities and community leaders will also be held to secure a safe environment for project staff and implementing partners. Building capacities of community security providers and supporting the establishment of community-based security systems (e.g. for early warning) for each target area is essential for limiting security risks. Physical risk can also be mitigated by fielding national third-party contractors resident in or near the target areas which may become off-limits to UN staff.

Risk assessment and mitigation will be addressed through the regular political economy and security analysis and consultations with key partners and security service providers. Tested business continuity and security plans and standard operating procedures are in place and updated regularly to mitigate the impact of existing and potential threats to UNDP staff.

**Political risks:** An important impediment to the successful implementation of the project may be insufficient buy-in of key counterparts, at the national or local level. Replacement of local or national government leaders, or the inability of local governments to function due to the conflict or to political transition, constitutes another political risk. The risk of government turnover can be mitigated by identifying and aligning with key community members who can support and promote ongoing community participation in the implementation process.

Lack of trust in leadership and political institutions, and the subsequent lack of interest of citizens to participate in local Government-led activities, constitutes another political risk to successful implementation of the project. Ensuring that all stakeholders are fully involved at the inception of the project and all beneficiaries involved as partners in decision-making, re-design and implementation of the project will help to secure their ongoing interest and participation. Participation of the community in monitoring results is deemed equally important.

**Organisational risks:** Improved delivery of public services and enhanced community security will both require strong coordination between national and local levels and will benefit from aligned and coordinated provision of international assistance, including with other EU-funded projects such as U-LEAD. UNDP relations with Government at all levels, neutral convening authority and area-based approach will all contribute to ensuring that suitable coordination mechanisms are in place and functioning well.

**Operational risks:** Operational risks include: 1) the availability of sufficient public sector workers, well-qualified contractors and NGOs, and/or suppliers willing to deliver equipment in war-affected areas, to be offset by prequalification exercises at the launch of the project; 2) speed of procurement, recruitment, and payment mechanisms, to be mitigated through enhanced UNDP operational capacity supported by project resources; 3) the appropriateness of community engagement modalities, to be assured through rapid conflict analysis of the target area and participatory dialogue with formal authorities and community leaders.

To work towards more resilient communities including to hybrid threats and destabilization, and increase their capacity for early recovery and service delivery, the Project is based on several **external assumptions**:

1. The areas of active fighting remain largely stalled along the current axes of hostilities without any major advances from the Russian army in other regions of the country, including those currently liberated areas in northern Ukraine.
2. The Government of Ukraine remains stable and committed to the undertaken obligations under international law, including treaties and conventions as well as political commitments.

3. Institutions charged with providing security (including civil-military administrations and local police) continue to adhere to their strategies that call for greater citizen engagement and closer contact with communities through methods such as community policing and dialogue.
4. There is a strong political commitment at the highest levels of the government for recovery efforts in the war-affected areas and increasing stability and adhering to the rule of law are key priorities.
5. There is space to deepen recovery and resilience efforts at the local level through engagement with key actors in the form of mechanisms such as early warning systems and mediation.
6. Citizens' engagement takes place and is sustained throughout time.

#### **4.4. Stakeholder Engagement**

All national counterparts listed in the *Partnerships* sub-section above will be invited to the Project Board (Steering Committee) to ensure their continued strategic engagement and guidance to the project implementation strategy especially in light of the fluid operational context, uncertainties linked to the evolution of the military operations, and likelihood of new emerging needs being identified during the course of the implementation. As indicated in the Theory of Change, a key assumption for the Action is the continued commitment of institutional counterparts at all levels to continue pursuing a course of action towards resilience, recovery and ultimately development, that is in line with Ukraine's commitment to the Sustainable Development Agenda, with the continuing and pervasive upholding of human rights, and with the commitment to addressing the specific needs of vulnerable women and men, boys and girls, including those affected by the war, in a way that takes into account their aspirations and the roles they cover in their community, which inevitably influences their ability to engage in the recovery and development discourse. Technical support will be provided to national stakeholders to create the necessary frameworks to enable more systematic and holistic approaches to addressing the needs of ex-combatants, and to address the increased legal and justice challenges arising from the war, with a special emphasis being placed on the adoption of survivor-centered approaches to investigation of and service provision to victims of GBV (including domestic violence and CRSV). As feasible and appropriate, international best practices will be tapped into, to foster triangular cross learning from other countries in the Europe and CIS region, as well as experience from within the European Union.

Partners at the sub-national level will be engaged into project activities taking a whole-of-community/whole-of-society approach whose cornerstone is the UNDP tested model for community mobilization and engagement and aims at creating the precondition for inclusive and participatory recovery and development including through project implementation.

Dialogue platforms, channels, and tools, including but not limited to IDPs councils and similar representative structures, Community Security and Social Cohesion Working Groups, local recovery working groups etc., will be set up at amalgamated community and oblast level to provide the basis for the subnational engagement in project activities. These groups will be the diverse and inclusive platform to empower subnational stakeholders to stay in the driving seat of project implementation, and to identify locally led and locally owned solutions to achieve the overall objective of the Project.

Active engagement of subnational actors is a pre-requisite for the success of the activities planned under the Project: for this reason, the selection of target communities will take into consideration both the opportunity for synergies between the project outputs and activities, and the interest expressed by subnational stakeholders to engage in the model and approaches upon which the Project is founded.

Further, as at the roots of Ukraine's recovery and sustainable development is the creation of a common vision that takes into consideration its multi-ethnic, multi-faceted, and multi-dimensional identity, the Project will strive to create synergic new relationships and partnerships between local authorities and civil society;

between civil society organizations in places of displacement and their local counterparts; between private sector actors, academia, and service providers. To the extent possible, project activities implemented in different areas of the country will endeavour to set up inter-regional coordination mechanisms for experience and information sharing, that will look at issues related to project implementation and beyond.

As the Project will strategically focus on empowering especially the most marginalized groups (i.e., people with disabilities, survivors of GBV, IDPs in their location of displacement and returnees, ethnic minorities, disenfranchised youth including juvenile offenders, ex-combatants and their families, etc.) to take an active role in community-level dialogue and decision making, these are expected to benefit most from project activities. Further, targeted capacity development, to the extent possible organized through Training of Trainers methodology to ensure local ownership and sustainability of results, will support increased outreach, accessibility, and technical understanding of legal and justice service providers, law enforcement agencies, civil protection actors, and civil society organizations engaged in supporting marginalized groups.

Beneficial spillover effects from project activities are expected to reach communities and oblasts neighbouring the areas of implementation. Anecdotal evidence from project experience in eastern oblasts of Ukraine show that the introduction of principles of good governance, community mobilization and empowerment initiatives, and strengthening service provision in one target community encourages the neighbouring areas to imitate the initiatives being implemented by development partners. On several occasions, members of neighbouring communities have sought to observe in the meetings of the Community Security and Social Cohesion Working groups to better understand and replicate the methodology being introduced.

Further, to ensure alignment of objectives and coordination between UNDP and other international and national NGOs also engaged in community-level support, regular dialogue and exchanges have been taking place to compare the community engagement methodologies in use to the benefit of both parties. The same applies to support and technical assistance provided to security actors and ex-combatants: the community-based reintegration model used to address the specific needs of the latter group have been object of exchange and mutual learning with UN agencies and other international development partners such as the Folke-Bernadotte Academy and the Elman Peace and Human Rights Center; while in the area of community policing, opportunities for learning and exchange are actively sought through sectoral working groups and bilateral engagement with EU and USAID sponsored initiatives.

Finally, it is expected that the Project might have an influence on populations initially resident in the implementation areas and currently displaced within or outside Ukraine: the assistance planned as part of the Project is likely to encourage the process of return or even relocation from other areas, in response to the recovery initiatives being implemented.

#### **4.5. Digital Solutions**

In line with the UNDP Digital Strategy 2022-2025<sup>25</sup>, The project will use digital technologies and solutions to address the identified development challenges of access to services, community security and public safety, and IDP integration. Digitalization will further improve the experiences of project beneficiaries and partners, contributing to their resilience and recovery.

Digital solutions, aligned with the general course towards digitalization undertaken by the Government of Ukraine, will ensure the provision of health, administrative and social services in target regions. Digital solutions will also be instrumental in securing access to justice and to legal services for war-affected population. The Project will also expand the use of available digital tools to reach out to a wider population and ensure that all citizens of Ukraine, regardless of their current location have access to all services needed.

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<sup>25</sup> <https://digitalstrategy.undp.org/>

For the awareness raising and communication campaigns, various digital solutions and tools will be in use, including blogging and new media platforms, social media campaigns, video advertisements, etc. Through the facilitated civic engagement and improved advocacy journeys, these tools will further contribute to solving the development challenges identified.

#### ***4.6. Knowledge***

The project will have a strong commitment to the generation and dissemination of knowledge in multiple dimensions.

National and local authorities will benefit from comprehensive datasets covering each target area of the project. In IDP-hosting and transit areas, demographic data, service user intention surveys and service delivery infrastructure capacity assessments will allow public services to be better planned and matched with population needs. Research activities under Activity 2.2.4 will aim to increase understanding of displaced women's and men's different needs and challenges, intergroup relations, and power dynamics with host communities and general community perceptions, including through SHARP IDPs booster, piloting of a tension monitoring system and others. An expansion of the geoinformation system for conflict analysis will support conflict resolution efforts. Establishment and operation of IDP associations and representation structures, and interregional dialogue platforms for technical advice and coordination, exchange of experiences and mutual lesson learning in the area of IDPs inclusion at the subnational level, will all contribute to increased knowledge amongst key stakeholders.

Additionally, in directly war-affected areas, assessment of war damage to residential accommodation and social infrastructure will enable them to successfully plan and deliver reconstruction efforts to support IDP and refugee return and reintegration.

The Project will conduct awareness-arising activities in its target areas to increase local knowledge of available support and services, and to improve legal literacy in relation to war damages, GBV/CRSV, family and labour issues, to enable them to claim their rights and access justice. The Project will develop capacities of the National Police of Ukraine in project target areas for SGBV casework, and support the Ministry of Veterans Affairs in the formulation of a roadmap for the transition of ex-combatants from military to civilian life.

#### ***4.7. Sustainability and Scaling Up***

In a press briefing to mark 100 days from outbreak of the war, the United Nations Crisis Coordinator for Ukraine underscored that this is not a typical humanitarian operation: Ukraine is a country with a functional government and systems. The role of the UN is not to replace this system, it is to support the Government to support its people. A founding principle of the UNDP RBR Programme, and of the accompanying area-based approach to its implementation, is the need to work with and through relevant authorities to respect national ownership, to ensure sustainability, and to establish a replicable model for target area working that will allow results to be scaled-up to other areas over the medium-term.

Activities under Specific Objective 1 will provide the support to ensure that quality services provision is promoted, and resilience built upon, to reduce the likelihood of people being detrimentally affected by the crisis. The activities will address the challenges raised by the war, using the Leave No-one Behind (LNOB) principle, which will lead to the development of new policies and regulations to enhance the capacities of the service providers for crisis response and the post-war period, integration of effective, time-efficient, and easy-to-use smart solutions supported to keep the register of services providers regularly updated by relevant local government authorities, expansion of network of non-state service providers expanded at local level. Strengthened crisis coordination in transit and host oblasts will ensure restoration of delivery of basic and social services that are progressively enhanced and accessible to all as a means to alleviating the impact of war.

Activities under Specific Objective 2 will be implemented in line with a whole-of-community approach that brings together actors from public and private sectors, and civil society, to ensure full buy-in of key stakeholders at hromada level. Activities in the area of community security will support Government-led systems to ensure continued performance of security and civil protection operations, while at the same time creating new and complementary platforms for interaction between key stakeholders in the security sector and the hromada at large. By taking this hromada-led approach, the Project will be able to build viable systems that create and sustain a two-way dialogue between citizenship and security providers to identify, assess, and find solutions for security challenges, and foster trust and mutual understanding.

In the same way, activities geared towards strengthening hromada social fabric, whether through the integration of IDPs in host communities; through the analysis and mediation of hromada-level conflicts; or through the empowerment of vulnerable groups, to ensure their specific needs and priorities are at the centre of service provision and recovery planning; will be implemented by creating and supporting the operations of hromada-level dialogue and exchange systems aimed at reaching a shared understanding of community-level issues and opportunities, and sustainable ways to address them.

The approach will also provide ample opportunities for lessons learning, as the scale-up potential of initiatives piloted under the Project will be assessed by the project team in collaboration with institutional partners, and recommendations made as appropriate for replication at the national level.



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## V. PROJECT MANAGEMENT

### 5.1. Cost Efficiency and Effectiveness

Cost efficiency and effectiveness of the project will be enhanced through its integration within an area-based development approach which seeks to provide multi-dimensional support to early recovery in target areas to be selected and approved by the Project Board. 'Horizontal' programming specific to each area will be complemented by local components of 'vertical', sectoral programming, to establish a set of mutually reinforcing interventions coordinated to maximise synergies and impact. In addition, the project will undertake the following measures to maximize value for money:

- **Leveraging partnerships and comparative capacities/expertise:** The project will work with key strategic partners at the national level. Partners consist of government institutions, UN agencies, I/NGOs/CSOs and the private sector where relevant. In effect, these partnerships leverage existing capacities within specific institutions that have a direct expertise, capacity and/or a leading stake in achieving the desired development outcomes.
- **Using competitive procurement processes:** the core governing principle of procurement in UNDP is to obtain the best value for money through competitive process as deemed appropriate. In the procurement process, obtaining "best value for money" means selection of the offer, which presents the optimum combination of life-cycle costs and benefits, which meet the needs of beneficiaries.
- **Investing in up-front planning, documentation and evidence-based programming:** The project will invest in evidenced-based planning to allocate and target resources as strategically and efficiently as possible including identifying and addressing main drivers of costs.

### 5.2. Project Management

The project will be managed from the central UNDP office in Kyiv and the established regional hubs. Depending on the selection of target areas, sub-offices may be established in other oblasts and staff outposted from the nearest hub office. Sub-offices may be co-located with oblast authorities as an in-kind contribution to the project.

The project will build on the staffing and operational capacity already supported by the EU under the UNDP component of the UN RPP Programme, within the EU Support to the East of Ukraine project. Some of the members of the project team engaged in the EU Support to the East of Ukraine project will be charged to this project after the end of their engagement with the previous project.

The project will be managed by a senior international Project Manager, supported by dedicated teams for each of the specific objectives. These substantive programme staff are as follows:

#### **Staffing arrangements for Specific Objective 1 (budgeted under the heading SO1 in Annex 3):**

International Local Governance and Recovery Specialist (part-time) is responsible for providing strategic technical guidance and support to project components aimed at area-based development, provision of government services, local government recovery and reconstruction efforts, ensuring coordination, coherence and complementarity with other local governance and decentralization initiatives.

National Programme Coordinator (part-time) is responsible for day-to-day management of the project including timely and efficient delivery of the project technical, operational, financial and administrative outputs and substantive project inputs specifically linked with the decentralization and local development

agenda; regular outreach and coordination with the project beneficiaries, coordination and quality assurance of expert inputs and products; and regular coordination among project implementing partners.

National Programme Associate (part-time) is responsible for performing administrative duties related to implementation of the project activities, assisting with organizing administrative processes for project needs and providing support to office maintenance including administering the project documentation and performing other finance related and administrative tasks.

National Recovery and Development Specialist will provide support to the territorial recovery processes in the most affected areas of target regions, including on service delivery, by coordinating the adaptation/further development of recovery strategies, and subsequently the implementation of a capacity building programs for the post-conflict recovery.

National Administrative Services Development Specialist will provide capacity development support and technical assistance on administrative services delivery to most affected communities, rayons and the regional civil-military administrations of target Oblasts.

National Social Services Development Specialist (2 persons) will provide capacity development support and technical assistance on post-conflict recovery in target regions, development and piloting of relevant regulatory policies, standards and models to provide new types of services, and extension of the network of non-state services providers.

National Strategic Planning Specialist will provide capacity development support and technical assistance on key areas strategic planning, reporting, creation of database, knowledge management and best practices replication.

National Transparent Services Development Specialist will support the Project in implementing governance standards related to the transparent service provision policies in target regions and provide guidance to public institutions and other stakeholders on open governance and service delivery models.

National Health Governance Specialist (2 persons) will provide capacity development support and technical assistance in healthcare reform, medical services and health governance in target oblasts.

National Engineering Specialist will provide capacity development support and technical assistance for local authorities and communities on war-damage assessments and initial reconstruction planning, implementation of participatory planning, restoration of basic service provision and efficient resource recovery and management in target regions.

#### **Staffing arrangements for Specific Objective 2 (budgeted under the heading SO2 in Annex 3):**

International Community Security and Social Cohesion Specialist/ SO2 Programme Coordinator (part-time) is responsible for day-to-day management of the project including timely and efficient delivery of the project technical, operational, financial and administrative outputs and substantive project inputs specifically linked with the community security and social cohesion agenda; coordination and quality assurance of expert inputs and products; regular coordination among project partners to ensure Specific Objective 2's internal strategic coherence and complementarity; as appropriate and needed, relationship with donors; and overall quality assurance of project implementation processes and reporting.

National Programme Associate is responsible for performing administrative duties related to implementation of the project activities, assisting with organizing administrative processes for project needs and providing support to office maintenance including administering the project documentation and performing other finance related and administrative tasks.

National Community Mobilization Specialist (part-time) is responsible for coordination and supervision of the work of community mobilization team, experts and consultants, including the preparation of the terms of reference, facilitation of recruitment and monitoring of work/results, providing analysis of collected information from the target location and preparing summaries, briefing notes, implementation plans and roadmaps, preparing and implementing a coordinated response to the needs of the communities.

National Community Mobilization Officers (3 persons, 2 of them part-time) is responsible for mobilization of local communities, police, public prosecutors' offices, and local government to implement community security coordination mechanisms, identifying communities with particular needs and vulnerabilities, providing technical advice to them in assessment and prioritization of key threats to community security and support in development plans to respond at local level for enhancing security and access to justice. Each Officer will be responsible for project implementation in two oblasts.

National Community Mobilization Officer for ex-combatants' programme implementation is responsible specifically for the activities in support of ex-combatants planned under Output 2.5 and specifically for the coordination of support, including capacity development, to national stakeholders engaged in service provision to ex-combatants and their families.

National Rule of Law and Access to Justice Specialist/Associate (part-time) responsible for coordination of capacity development support and provision of technical advice on rule of law and access to justice to local administrations, legal aid providers, courts and relevant local, regional, and national counterparts to develop and implement plans which strengthen rule of law and improve accessibility of justice services.

National Community Security Specialist/Associate (3 persons in total, 2 of them part-time specialists) are responsible for implementation of capacity development support and provision of technical advice on rule crisis management, security, local policing, to local administrations, civil protection service providers, security service providers and other local and regional authorities to develop and implement plans which strengthen crisis response, community security, and gender-responsive policing in project target areas.

National Social Cohesion Associate is responsible for supporting the Youth Engagement and Volunteer Specialist on all social cohesion related activities and in establishing effective and trusted mechanisms to redress grievances, governed by rule of law and in full respect of human rights; for facilitating and providing full support to development of initiatives enabling and promoting a culture of tolerance, including in schools via curriculum development and providing recommendations on extra-curricular activities.

National Communication and Advocacy Associate is responsible for implementation of advocacy, informational, and awareness raising campaigns; for building the capacities of project beneficiaries and public institutions in outreach and public information about their activities and reporting their results in the area of community security and social cohesion; for the design of communication materials linked to project implementation, and provide expert support to project beneficiaries to ensure full compliance with the visibility and communication strategy of the Project.

National Grants Officer is responsible for strategic and operational support in the conceptualization, development and implementation of the overall grant-making process, provision of guidance related to grants-management, including monitoring the implementation of grantee projects, ensuring close and effective cooperation with community mobilization team, rule of law, social cohesion and community security team.

National Grants Associates (2 persons, one of them part-time) is supporting National Grants Coordinator during grant-making process, monitoring and evaluations of the small grants projects, field and spot-check visits.

National Civil Society Engagement and Capacity Development Specialist (part-time) is responsible for the implementation of activities aimed at the empowerment of civil society organizations, with a specific focus on organizations working to advocate and support service provision for people living with mental and physical disabilities. A disability focal point will coordinate the activities specifically targeting the needs of children and adults living with disabilities across both Strategic Objectives of the Project.

National Data Analysis and Research Specialist (part-time) is responsible for supporting with technical advice and quality assurance the Project's analytical and knowledge management processes, as well as analysis and reporting on results, including but not limited to: the ad hoc and regular rounds of the SCORE research, field research activities, including specialized assessments and surveys, the Security and Justice Survey, and any additional ad-hoc analysis in response to specific requests emerging during the Project implementation.

Substantive programme staff will be supported by the following staff working on Operations:

UNDP National Operations Manager is responsible for the quality assurance, management and verifying financial, procurement, human resources and administrative processes for the needs of the project. Responsible for monitoring of effective delivery of programme activity and funds in full compliance with UNDP rules, regulations and policies.

National Senior Finance Associate (2 persons) is responsible for providing support in preparation of the budget, budget revisions, and supporting the overall financial monitoring and reporting for the overall action; assisting the project team in preparation of financial transactions and appropriate project reports.

National Senior Procurement Associate will ensure efficient coordination of work within the procurement team and provide for the leading role in implementing procurement rules and procedures.

National Procurement Associate (4 persons) is responsible for providing support in identification of procurement modalities, facilitating quality, transparent, effective and fast procurement processes; supporting the project in the launch and publicity of procurement processes; advising in project procurement/tender evaluation processes; supporting in negotiations with potential contractors (as needed); assisting in the process of contracting, monitoring of contracts.

Administrative Associates (2 persons) will ensure transparent and efficient administration services and systems throughout the whole project implementation period. The Administrative Associates will work in close collaboration with other project staff to resolve administration-related issues and ensure full compliance of the Project's administration with UNDP rules and regulations.

National Specialist on Engineering and Construction (1 person) will provide technical support in various aspects of engineering, assessments of war damage to residential accommodation and social infrastructure and technical issues to enable successful planning and delivery of reconstruction efforts to cover the needs of project beneficiaries.

National M&E and Innovations Specialist (1 person) is responsible for regular monitoring and reporting on the progress of the implementation of the Project and supporting the implementation of the project's activities by undertaking research and analysis of relevant data and information.

National M&E Associate (1 person) will be supporting the development and implementation of a coherent M&E system, setting up standard procedures and processes to ensure credible, reliable, timely and cost-effective monitoring data needed to inform strategic planning, learning, quality assurance and uphold accountability.

National Data Management Officer (1 person) will manage routine data collection, data cleaning, quality control and data entry in relevant online information management systems. This support will include database maintenance, implementation of new components of data collection (by adding to the existing databases), managing users' privileges, and creating frequency and pivot tables and charts of the indicators of interest for monitoring and reporting purposes.

National Reporting Associate (1 person) will be responsible for collecting, consolidating, and analyzing available data and preparing narrative inputs for planning documents, briefings, regular and ad-hoc reports to the EU, situation reports, strategies, activity-specific reports, publications, statements, etc. in line with UNDP's corporate standards.

National Communications Specialist (1 person) is responsible for preparation, implementation and oversight of the Communication and Visibility plan of the project and assuring that all activities including the outreach and awareness-raising activities adhere to and are fully aligned with the visibility needs and interests of the EU.

National Communications Associate (1 person) provides support in preparation, implementation and oversight of the Communication and Visibility plan of the project and assuring that all activities including the outreach and awareness-raising activities adhere to and are fully aligned with the visibility needs and interests of the EU.

National Knowledge Management Specialist (1 person) will lead the formulation and implementation of the Project's knowledge management strategy, including through the documentation of good practices and lessons learned from various assessments, reports, and studies.

Drivers (7 persons) will be deployed to ensure effective transportation services at national and regional levels.

To enable the conduct of UNDP activities, within acceptable levels of security risk, while ensuring the safety, security and well-being of personnel and the security of UNDP premises and assets, programme and operations staff will be supported by Security Specialist (P3, part-time) and National Field Security Officer, factored in the Security costs budget line.

The project will include UN Women and UNFPA staff. For UN Women the project will engage International Programme Manager, responsible for providing technical, strategic advisory, guidance and programme development and implementation services related to activities 2.2.6 and 2.4.7; and Finance specialist, engaged on a part-time basis to provide support in budget preparations, revisions, financial monitoring and reporting. For UN Women the project will also include cost recovery for UNDP staff, involved in preparation and processing of financial transactions. For UNFPA the project will engage Project Coordinator to provide programmatic and technical guidance and ensure implementation of activity 2.3.1 and contribution to the overall objective of the action; and Finance Specialist and Administrative Finance Associate, responsible for ensuring transparent and efficient project administration services and systems and supporting budgetary and financial processes, including reporting.

The project also will also include the following categories of Project Management-Project Office costs to be incurred by UNDP, UN Women and UNFPA as specified in the budget:

General Expenses: to support all project activities, this project includes expenses related to office rent and maintenance in project offices set up in Dnipro, Poltava, Kyiv and other agreed project locations, as well as electricity, water, heating and other utilities, office security, communication, phone and internet, office equipment maintenance, travels and subsistence costs for project staff and other costs linked with the project management.

Materials Expenses: to cover the needs of the project office and the activities related to trainings and community mobilization, public awareness and outreach, technical advisory, and capacity building activities, stationery and other office furniture and supplies, IT equipment and IT supplies, communication and audio-visual equipment. This would include printings, training program and outreach materials, visibility materials, training and conference services, translations, communication campaigns, inter-agency coordination and planning workshops and events.

Transportation and Vehicle-Related Expenses: to cover vehicle maintenance and fuel costs to ensure safe and reliable transportation for the project staff.

Security costs: in addition to security specialist and officer, mentioned above, these costs will also cover security-related measures for UNDP premises, security trainings, costs of satellite phones and Novacom subscription, and procurement of an armoured vehicle, needed to implement activities within acceptable risk levels and ensure the safety and security of UNDP personnel.

Additionally, the project will include dedicated provisions for communications costs, to ensure the implementation of the communication and visibility activities in line with the overall communications strategy of the project; for monitoring and evaluation costs, to cover mid-term and final evaluations, collect baseline and target data, organize field monitoring and dissemination events; and for audit and assurance activities, to cover project audit costs and capacity assessments, spot-checks and audits for Responsible Parties, engaged for in the implementation of activities described in section 4.1 above.

### ***5.3. Coherence, Complementarity and Coordination***

The project is intended to be **coherent, complementary and coordinated** with the work of other actors. UNDP's response is based on its integrator role for the UN Development System, working with the UN Country Team and supporting the Government in formulation of national strategies and development initiatives that are geared to respond to complex challenges, utilizing a range of global assets, tools and services. This approach fosters cohesive and cross-portfolio synergies, while strengthening partnerships with other UN agencies working on the delivery of the same outcomes, based on the needs of the Government. UNDP Ukraine is fully integrated within the humanitarian architecture, including the Humanitarian Flash Appeal. UNDP's Bureau of Europe and the CIS (RBEC) is also participating in the Regional Refugee Response Plan.

Project implementation will be fully aligned with the methodology and strategic direction of the Government's Recovery and Development Plan for Ukraine, currently under development with UNDP technical assistance. The Project has been designed to be coherent with the specific objectives of the new EU Programme for Ukraine, contributing to meeting the immediate needs of the Ukrainian population directly or indirectly affected by the armed conflict, and increasing the country's resilience. Furthermore, the project comprises key pillars of the UNDP area-based development in support of its overarching Resilience Building and Recovery Programme for Ukraine.

The project is intended to be complementary to the work of the GIZ-implemented, EU-funded U-LEAD initiative. While GIZ will take the lead on supporting long-term capacity development of local Government in target areas where both GIZ and UNDP are working, UNDP will complement GIZ efforts in regard to building capacities for crisis response, specifically as necessary for the implementation of the key pillars of UNDP area-based intervention: i) planning and restoration/extension of provision of key Government services; ii) planning and oversight of shelter and social infrastructure reconstruction to support the IDP/refugee returns process; iii) support to employment generation, incomes, and private sector resilience, particularly as they relate to continued food security; iv) community security and maintenance of the social fabric. Once project target areas have been determined, it is proposed that a joint GIZ-UNDP coordination mechanism is established in

each Oblast where both actors are working, to ensure complementarity of programming during the implementation period.

As mentioned previously, the project will coordinate with the EU Advisory Mission to Ukraine (EUAM), building and exploiting synergies in the areas of dialogues for community safety and security, community policing, support to the national police, mental health and psychosocial support services. Established dialogue with other development partners such as USAID and its funded initiatives will be continued and strengthened, with a special focus on support being planned and provided to National Police and State Border Service or to the State Emergency Service to avoid duplication of activities and rather identify areas for synergy in line with each partner's comparative advantage. Additional donor initiatives and programmes active in the same target areas will also be engaged bilaterally or through the work of thematic working groups, to achieve the same objectives. UNDP will liaise technically with other UN Agencies and development partners as needed to optimize the intended results of the proposed project.

Coordination meetings with U-LEAD and EUAM will be agreed during the inception phase of the Project.

#### ***5.4. Collaborative Arrangements with other Projects***

In addition to complementarities with other ongoing EU-funded project, which include the UNDP-implemented project on Support to Early Recovery in War-affected Areas in Ukraine and GIZ-implemented U-LEAD programme, the Project will be implemented in parallel with a number of other initiatives, relying on the area-based approach to development to be taken by UNDP in the selected target areas:

- FCDO (UK) and SIDA (Sweden) projects to support local Government capacities for crisis coordination and management, and the EU-funded project, Mayors for Economic Growth.
- A Government of Japan project to support livelihoods and food security.

Under an upcoming phase of the UNDP Resilience Building and Recovery Programme, UNDP aims also to launch an initiative for reconstruction of housing and social infrastructure to support the process of IDP/refugee return to their communities of origin in war-affected areas. Current damage assessment work is partially geared toward identifying first “*easy wins*” to support durable solutions for IDP/refugee as soon as civil-military authorities declare areas safe for returns. This will a) reduce needs/costs of IDP management in the west of Ukraine; b) encourage the return of Ukrainian refugees to their restored homes or alternative shelters inside Ukraine.

Once hostilities are stopped, UNDP will also propose additional community security activities, including work with the South-Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons (SEESAC)<sup>20</sup> for small arms light weapons (SALW) collection and scaled-up assistance to the reintegration of ex-combatants into civilian life.

#### ***5.5. Communications and Visibility Strategy***

The Project will implement communication and visibility activities in accordance with the Financial and Administrative Framework Agreement (FAFA) between EC and UN (article 11) and the General Conditions of the EU-UNDP Contribution Agreement (article 7) and will develop a clear visibility identity. A communications and visibility plan, setting out objectives, activities and resources, will be developed during the inception phase.

The overall communication objective is to provide appropriate visibility to the project including the project's support from the EU and emphasising EU support. It is focused on adequately and broadly communicating the

objectives, activities, and accomplishments of the project, the role of the partner organizations (the EU as the funder and UNDP as the partner) in the implementation of the project and the impact of their cooperation among project partners and beneficiaries including relevant government ministries, departments and agencies, local authorities, civil society, opinion leaders, as well as representatives of relevant donor funded projects and members of the international and diplomatic community engaged in support to recovery efforts in Ukraine.

The project will ensure visibility for the EU contribution through a variety of means, including, but not limited to, press releases and briefings, reports, seminars, workshops, expert discussions, events, publications, including newsletters and infographics, websites and any promotional items. All project communications will be delivered in line with [UNDP principles<sup>26</sup>](#) of gender-responsive communications and non-discriminative language.

The project will take into account the growing interest in and usage of social media outlets within Ukraine and internationally. Social media communication will reproduce mainstream communications materials but will also develop and distribute material geared to the specific media, assuring rapidity and proximity approach using infographics, relevant photos, plain language and project hashtags. All external communications and visibility will be closely linked with the key stages in project implementation so that project activities are regularly feeding into its contents.

The EU contribution will also be clearly acknowledged on the UNDP website and other communication channels, including Facebook and Twitter.

Through the implementation of specific communication and visibility activities, the Project will raise awareness of its implementation, outcomes and impact among its target audiences, contribute to the positive image of the EU and UNDP partnership working together on resilience and recovery in Ukraine, enhance coordination and information exchange on the project's progress among main stakeholders and beneficiaries, and increase public awareness of availability of quality public services and improved community security and integration mechanisms, covering specific needs of particularly vulnerable groups.

A detailed account of the implementation of the Project's communication and visibility plan will be included in the Project's regular reporting. Evidence will be provided in the form of print press and/or online articles, written or recorded interviews, photographs, audio and video files, transcripts etc.

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<sup>26</sup> <https://www.undp.org/ukraine/publications/10-principles-gender-responsive-communications>



## VI. RESULTS FRAMEWORK

Level	Intervention Logic	Indicators	Baselines	Targets	Data Source
Overall Objective: Impact	Support the strengthened resilience and early recovery of communities in selected target areas of Ukraine	1. Proportion of target populations who are confident that public authorities care about their needs (disaggregated by sex, age, vulnerability, and Oblast)	1. TBD [2022]	1. At least 10% points improvement in all target groups [2023]	SHARP
		2. The overall level of civic optimism in Project's target communities (disaggregated by sex, age, vulnerability, and Oblast)	2. TBD [2022]	2. At least 0.5 improvement on a 0-10 scale	SHARP
Specific Objective / Outcome 1	Target communities have increased access to quality public services	1.1. Proportion of target populations who are satisfied with the provision of public services (disaggregated by sex, age, vulnerability, and Oblast)	1.1. TBD [2022]	1.1. At least 15% points improvement in all target groups [2023]	SHARP
		1.2. Number of target communities with improved service provision mechanisms in place (disaggregated by Oblast)	1.2. 0 [2022]	1.2. TBD, but not less than 10 communities	Project records, final assessment
Specific Objective / Outcome 2	Community security is enhanced and the social fabric is maintained in target communities	2.1. Proportion of population in the selected target communities who feel safe in their everyday life (disaggregated by sex, age, vulnerability, and Oblast)	2.1. TBD [2022]	2.1. At least 5% points improvement in all target groups [2023]	SHARP
		2.2. The overall level of community cooperation in Project's target communities (disaggregated by sex, age, vulnerability, and Oblast)	2.2. TBD [2022]	2.2. At least 0.5 improvement on a 0-10 scale	SHARP
Output 1.1	Increased capacity of healthcare facilities, professionals and other services to provide quality	1.1.1. Number of healthcare facilities benefiting from targeted provision of medical equipment and supplies (disaggregated by Oblast)	1.1.1. 0 [2022]	1.1.1. TBD, but not less than 10 [2023]	Project records, administrative data from service providers

	gender-responsive physical and mental health and psychosocial support services (MHPSS)	1.1.2. Number of emergency medical technicians from project's target communities with improved knowledge and skills on first aid and emergency response (disaggregated by sex and Oblast)	1.1.2. 0 [2022]	1.1.2. 200 [2023]	Project records, training feedback form and evaluation results
Output 1.2	Social service providers are better capacitated to deliver, and conflict-affected populations are increasingly enabled to access to social services in target areas.	1.2.1. Number of war-affected women and men benefitting from improved social care services (disaggregated by sex, age, vulnerability, and Oblast)	1.2.1. 0 [2022]	1.2.1. TBD, but not less than 1,000 [2023]	Project records, administrative data from service providers
		1.2.2. Number of new social and care services which are now available in Project's target communities	1.2.2. 0 [2022]	1.2.2. TBD, but not less than 10 [2023]	Project records, administrative data from service providers
Output 1.3	Access to administrative services improved through inclusive and innovative service delivery solutions	1.3.1. Number of communities which are covered by a network of mobile and modular service centres (disaggregated by Oblast)	1.3.1. 0 [2022]	1.2.2. TBD, but not less than 20 [2023]	Project records, administrative data from service providers
		1.3.2. Number of war-affected women and men who received quality administrative services at mobile and modular ASCs (disaggregated by sex, age, vulnerability, and Oblast)	1.3.2. 0 [2022]	1.3.2. TBD, but not less than 5,000 [2023]	Project records, administrative data from service providers
Output 1.4	Social infrastructure refurbished or repaired to support service delivery in project target areas.	1.4.1. Number of target communities covered by area-based damage assessments (disaggregated by Oblast)	1.4.1. 0 [2022]	1.4.1. TBD, but not less than 10 [2023]	Project records, copies/results of area-based damage assessments
		1.4.2. Number of rehabilitated IDP collective centers and other social infrastructure (disaggregated by Oblast)	1.4.2. 0 [2022]	1.4.2. TBD, but not less than 10 [2023]	Project records, monitoring visits, technical engineering/construction reports
Output 2.1	First responders have enhanced capacities to implement efficient emergency rescue operations and to support public safety and security in war-affected and hosting areas.	2.1.1. Number of SES units benefiting from targeted technical assistance and capacity development (disaggregated by Oblast)	2.1.1. 0 [2022]	2.1.1. TBD, but not less than 10 [2023]	Project records, administrative data from service providers

Output 2.2	Increased capacity of local authorities, civil society actors and security service providers to ensure public safety and address GBV/CRSV.	2.2.1. Number of community security working groups established and effectively functioning in Project's target communities (disaggregated by Oblast)	2.2.1. 0 [2022]	2.2.1. TBD, but not less than 15 [2023]	Project records, registration forms
		2.2.2. Number of war-affected women and men who are actively participating in the work of community security working groups (disaggregated by sex, age, vulnerability, and Oblast)	2.2.2. 0 [2022]	2.2.2. TBD, but not less than 600 [2023]	Project records, registration forms
Output 2.3	Local authorities, private sector and civil society are further capacitated to engage in and promote IDP inclusion efforts.	2.3.1. Number of beneficiaries of local initiatives implemented with Project's support (disaggregated by sex, age, vulnerability, and Oblast)	2.3.1. 0 [2022]	2.2.2. TBD, but not less than 7,000 [2023]	Project records, monitoring visits, reports from the grantees
		2.3.2. Number of advocacy initiative implemented by the IDP councils in Project's target communities (disaggregated by Oblast)	2.3.2. 0 [2022]	2.2.1. TBD, but not less than 15 [2023]	Project records, monitoring visits, reports from the IDP councils
Output 2.4	Rule of law and human rights institutions' capacities, functions and tools are strengthened to expand access to justice and support services.	2.4.1. Number of war-affected women and men benefiting from quality legal aid provided with Project's support (disaggregated by sex, age, vulnerability, and Oblast)	2.4.1. 0 [2022]	2.4.1. TBD, but not less than 3,000 [2023]	Project records, administrative data from service providers
Output 2.5	Inclusion and re-integration of ex-combatants supported through the application of community-based reintegration approaches.	2.5.1. Roadmap in support of the transition of ex-combatants from military to civilian life is developed and localized with Project's support	2.5.1. No [2022]	2.5.1. Yes [2023]	Reports of the Ministry of Veterans Affairs
		2.5.2. Number of ex-combatants benefiting from community-based reintegration initiatives addressing their specific needs, including physical and psychological rehabilitation, livelihoods support and reskilling (disaggregated by sex, age, vulnerability, and Oblast)	2.5.2. 0 [2022]	2.5.2. TBD, but not less than 2,000 [2023]	Project records, monitoring visits, reports from the grantees

## VII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

### *Monitoring Plan*

Monitoring Activity	Purpose	Frequency	Expected Action
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output and activity levels, the annual project quality rating summary, an updated risk log with mitigation	Annually, and at the end of the project (final report)	

	measures, and any evaluation or review reports prepared over the period.		
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., Project Board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

### *Evaluation Plan*

<b>Evaluation Title</b>	<b>Partners (if joint)</b>	<b>Related Strategic Plan Output</b>	<b>UNDAF/CPD Outcome</b>	<b>Planned Completion Date</b>	<b>Key Evaluation Stakeholders</b>
Mid-term Evaluation	N/A	TBC	TBC	Final Quarter of Year 1	Government of Ukraine, civil society, EU
Final Evaluation	N/A	TBC	TBC	Final Quarter of Year 2	Government of Ukraine, civil society, EU

## VIII. MULTI-YEAR WORK PLAN

Output	Activity	2022	2023				2024		
		4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q
1.1. Increased capacity of healthcare facilities, professionals and other services to provide quality gender-responsive physical and mental health and psychosocial support services <i>Gender marker: GEN2</i>	1.1.1. Procurement and delivery of medical equipment and supplies to meet critical needs of hospitals and other health care facilities in project target areas; support to process optimization and service delivery, including through establishment of mobile services.								
	1.1.2. Equipment and training for medical colleges, with a focus on training of paramedics and emergency medical technicians.								
	1.1.3. Further support to epidemiological surveillance and control, early warning system, and the introduction of a sustainable system of infection prevention and infection control with a particular emphasis on stochastic infection spread in health facilities at the subnational level.								
	1.1.4. Establish a nationwide system of telemedicine services to ensure equal access for all residents to medical care and dedicated hotlines for the general public and service providers.								
	1.1.5. Mental health and psycho-social support programmes for healthcare and other specific care providers and first line responders.								
1.2. Social service providers are better capacitated to deliver, and conflict-affected populations are increasingly enabled to access to social services in target areas. <i>Gender marker: GEN2</i>	1.2.1. Needs assessment of social care services in project target areas to meet increased demand for existing services and recommendations for potential new services that respond to the crisis.								
	1.2.2. Capacity development of social care services providers in project target areas to work with a new central registry of service providers to be separately established at the national level, further support in the implementation of the "Electronic case manager" system by local social service providers and capacities for monitoring of social services provision.								

	1.2.3. Expand access to social care services in project target areas and provide a greater range of specialized services, including for SGBV survivors and vulnerable groups, and through mobile teams. Support to system of social services provision through launching of new types of services, successfully piloted in certain regions and with recommendation for replication, and through extension of the network of non-state services providers.								
	1.2.4. Creation and roll-out of training courses for social workers, medical specialists and psychologists to work with war-related injuries and trauma, including work with GBV/CRSV survivors in project target areas.								
1.3. Access to administrative services improved through inclusive and innovative service delivery solutions <i>Gender marker: GEN2</i>	1.3.1. Reconstruction/refurbishment and equipping of ASCs as integrated services centres in war-affected areas; expansion of ASCs infrastructure in IDP-hosting communities.								
	1.3.2. Administrative services available in war-affected target areas and hard-to-reach communities through mobile service delivery vehicles.								
	1.3.3. Further digitalization of public services to provide the e-document software, as well as the procurement of tools for the transferring of the administrative services in the online format.								
1.4. Social infrastructure refurbished or repaired to support service delivery in project target areas. <i>Gender marker: GEN2</i>	1.4.1. War-damage assessment and initial reconstruction planning undertaken to support safe returns process and infrastructure re-development necessary to delivery of basic public services.								
	1.4.2. Assessments and planning undertaken for IDP management and integration needs undertaken in relation to social infrastructure capacity and options.								
	1.4.3. Development of social infrastructure to meet service delivery needs of IDP management in western Ukraine (shelters/day centres, schools, health facilities, community centres for IDP inclusion etc).								

<p>2.1 First responders have enhanced capacities to implement efficient emergency rescue operations and to support public safety and security in war-affected and hosting areas. <i>Gender marker: GEN2</i></p>	<p>2.1.1. Provide equipment and other support to first responders, including but not limited to the State Emergency Service (SES) and National Police of Ukraine (NPU), to provide life-saving rescue services to the war-affected population in the war-affected, transit and host areas.</p>									
	<p>2.1.2 Support to local authorities, SES and NPU for the provision of public information in support of public safety and security.</p>									
	<p>2.1.3 Strengthen capacities of SES and NPU on crisis management, efficient coordination, human rights, gender equality, civil protection, first aid, conflict-sensitive and non-discriminatory communication, and social cohesion aspects.</p>									
<p>2.2 Increased capacity of local authorities, civil society actors and security service providers to ensure public safety and address GBV/CRSV. <i>Gender marker: GEN3</i></p>	<p>2.2.1 Establish community security and social cohesion working groups (CSSC WG) as open dialogue platforms and advisory bodies for the identification of needs, design and implementation of security initiatives, and early identification of community-level tensions.</p>									
	<p>2.2.2 Support the prevention and redressal of GBV, including CRSV, through increased public awareness, establishment, or refurbishment of GBV shelters and day centres, and strengthened provision of psycho-social, legal and emergency medical services for survivors.</p>									
	<p>2.2.3 Support the introduction and expansion of gender- and disability-responsive community policing principles and establishment and operationalization of local Safety and Security Centres.</p>									
	<p>2.2.4 Research activities aiming to gain better understanding of displaced women’s and men’s different needs and challenges, intergroup relations, and power dynamics with host communities and general community perceptions, including through SCORE IDPs booster, piloting of a tension monitoring system and others.</p>									

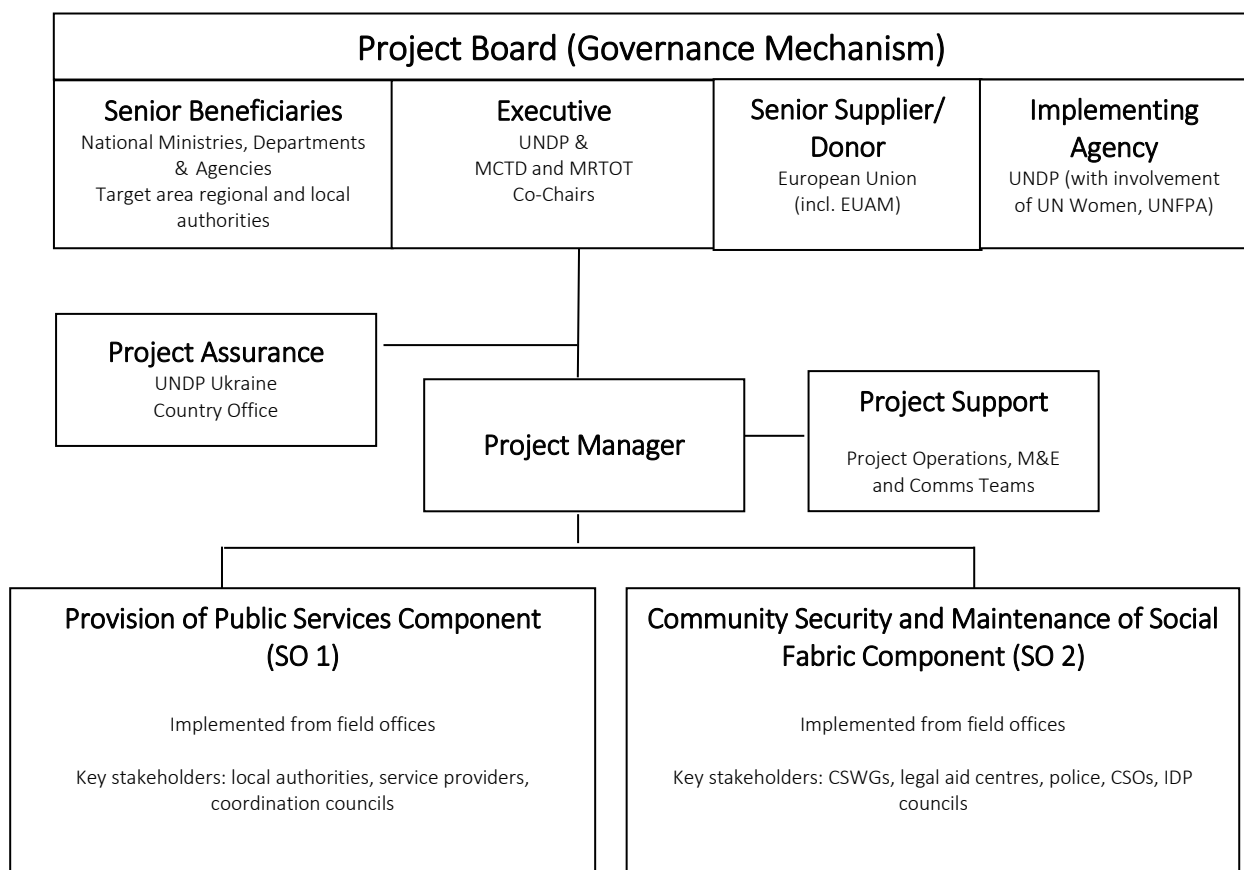


	2.2.5 Capacity building of community analysts to support the expansion of the Geoinformation system for conflict analysis and support to development of network of community mediators to support conflict resolution.								
	2.2.6 Community-based prevention of gender-based violence (GBV) against women and girls by supporting “attitudinal change” to encourage non-violent masculinities, challenge existing gender norms, and raise awareness regarding the unacceptability of GBV against women and girls, engaging men in prevention and protection efforts, and establishing safe spaces and community-based protection mechanisms.								
2.3 Local authorities, private sector and civil society are further capacitated to engage in and promote IDP inclusion efforts. <i>Gender marker: GEN2</i>	2.3.1 Support to community-led initiatives, inclusion activities, including CSO-organized civic initiatives, cultural events and dialogue forums, youth-led volunteering activities, youth journalism/storytelling and social cohesion events.								
	2.3.1.1 Launch of Community Resilience Centers in the selected communities as community-led, inclusive and adaptive spaces for youth, women and families, including vulnerable ones.								
	2.3.2 Establishment and operation of IDP councils or similar IDP representation structures, to enable IDP-led advocacy efforts aiming to address their specific needs and concerns within the host communities. Support the creation of IDPs associations at subnational level and the establishment of interregional dialogue platforms for technical advice and coordination, exchange of experiences and mutual lesson learning in the area of IDPs inclusion at the subnational level.								
2.4 Rule of law and human rights institutions’ capacities, functions and tools are strengthened to expand access to justice and support services. <i>Gender marker: GEN3</i>	2.4.1 Professional development of legal and justice service providers in relation to new legal challenges connected to mass displacement of people and war-related crimes, including GBV/CRSV, damaged and lost property, etc.								
	2.4.2 Strengthen local capacities of Ombudsperson’s Office and FLAS to communicate and provide clear guidance on rules and procedures during the wartime, enhancing coordination with other stakeholders.								

	2.4.3 Technical assistance to relocated FLAS lawyers and judiciary, including provision of vehicles and equipment to boost the outreach and expansion of services across target areas.								
	2.4.4 Awareness-raising in project target areas in regard to available support and services, and to improve legal literacy in relation to war damages, GBV/CRSV, family and labour issues, to enable them to claim their right and access justice.								
	2.4.5 Build capacities of NPU in project target areas for CRSV casework, including the provision of mobile forensic labs for CRSV evidence collection.								
	2.4.6 Support and develop the capacity of NGOs/CSOs for legal aid casework and advocacy in project target areas.								
	2.4.7 Enhancing the access to justice of survivors of GBV, including CRSV, by legally empowering them and strengthening the capacities of the justice sector actors on preventing and combating GBV against women and girls by applying a survivor centered approach.								
2.5 Inclusion and re-integration of ex-combatants supported through the application of community-based reintegration approaches. <i>Gender marker: GEN2</i>	2.5.1 Provision of technical assistance and advice to the Ministry of Veterans Affairs in the formulation of a roadmap in support of the transition of ex-combatants from military to civilian life, including the setup of one-stop shop services for veterans at subnational level.								
	2.5.2 Capacity development for CSOs, local authorities, social services providers on the principles of effective and inclusive work with women and men ex-combatants.								
	2.5.3 Support to community-based reintegration initiatives addressing the specific needs of women and men ex-combatants, including physical and psychological rehabilitation, livelihoods support and reskilling programmes.								

## IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project will be governed by the Project Board, operating based on the TOR to be finalised during the inception phase. The Project Board would act as the ultimate decision-making body of the Project. It is proposed that the Board will be co-chaired by UNDP and the Ministry for Communities and Territories Development of Ukraine and the Ministry for Reintegration of Temporary Occupied Territories, pending their final confirmations, and will include membership from other Ministries, Departments and Agencies, and local authorities relevant to the situation and needs in specific target areas. The Project Board will indicatively meet every nine months, or more regularly if deemed necessary by all partners.



**Senior beneficiaries** at national level will include but are not limited to the Ministry of Social Policy, Ministry of Justice, National Police, Ministry of Digital Transformation, Ministry of Internal Affairs, Ministry of Veterans' Affairs, State Emergency Service of Ukraine, Ministry of Health, Parliamentary Commissioner for Human Rights (Ombudsperson Office), Office of the Commissioner on Gender Equality Policy.

The **management of the project** will be carried out by the UNDP Project team, as presented above, based in Kyiv within the overall framework of the UNDP Country Programme Document 2018-2023. The Project will be implemented in line with UNDP's Direct Implementation Modality (DIM); UNDP shall be responsible for the overall management of the project.

Managerial duties will be assigned to a **Project Manager**. The Project Manager will be responsible for day-to-day management and decision-making for the project and will be ultimately accountable for the management of project resources and ensuring compliance to UNDP's rules and regulations. The Project Manager's primary responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

**EUAM** will participate in the Project Board to provide **strategic advice** related to the implementation of community security activities within Component 2 "Community Security and Maintenance of Social Fabric" and activity 1.1.5 "Mental health and psycho-social support (MHPSS) programmes for healthcare and other care providers and first line responders." EUAM participation in the Board's meetings aims at enabling the synergies between this Project and EUAM's support to the civilian security sector, including community safety, by exchanging expertise and coordinating activities.

The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project. The project will adhere to the UNDP's Enterprise Risk Management Strategy and to the UNDP's Social and Environmental Standards. **Risk management** will be monitored through the UNDP corporate project risk dashboard. The overall **quality assurance** function for the project will be the responsibility of the UNDP Country Office. The EU may undertake monitoring visits both through their own staff or through independent consultants for independent monitoring reviews, and these will be carried out in accordance with article 9 of the General Conditions (Annex 2 to EU-UNDP Contribution Agreement).